

THIS PRINT COVERS CALENDAR ITEM NO.: 13

**SAN FRANCISCO
MUNICIPAL TRANSPORTATION AGENCY**

DIVISION: Communications and Marketing

BRIEF DESCRIPTION:

Awarding SFMTA Contract Nos. SFMTA-18-39-A and SFMTA-18-39-B, As-Needed Specialized Training Services, to Moran Consulting Inc. and DTUI.com LLC, respectively for specialized training in customer service, incident de-escalation and management of implicit bias, as well as coaching for supervisors and managers for a total amount not to exceed \$3,000,000 for each Contract, and a term not to exceed three years, with an option to extend the Contract for two additional one-year terms at the Director of Transportation's sole discretion.

SUMMARY:

- To better prepare our workforce for roles that require public interaction, the SFMTA intends to create customized training programs that train employees to provide improved customer interactions, reduce customer conflicts, and mitigate assaults.
- The training will focus on the development needs of employees who typically interact with the public and those who supervise these employees.
- This training will serve as an important component to help keep our employees safer. Assaults are the Agency's leading cause of employee injury. We want to ensure our employees can complete their work safely.
- The anticipated result of this training will be improved customer service, reduced number of physical assaults, reduced workers compensation claims and absenteeism, increased employee feeling of safety and better overall employee satisfaction.
- The SFMTA will issue task orders for specific work under the Contract or Contracts, and no minimum amount of work is guaranteed to either Contractor.
- The SFMTA has selected DTUI.com LLC and Moran Consulting Inc., the only proposers, for award of these contracts.

ENCLOSURES:

1. SFMTAB Resolution
2. Contracts with Moran Consulting, Inc. and DTUI.com LLC

APPROVALS:

DATE

DIRECTOR



January 8, 2019

SECRETARY



January 8, 2019

ASSIGNED SFMTAB CALENDAR DATE: January 15, 2019

PURPOSE

The purpose of this item is to award SFMTA Contract Nos. SFMTA-18-39-A and SFMTA-18-39-B, As-Needed Specialized Training Services, to Moran Consulting Inc. and DTUI.com LLC, respectively for specialized training in customer service, incident de-escalation and management of implicit bias, as well as coaching for supervisors and managers for a total amount not to exceed \$3,000,000 for each Contract, and a term not to exceed three years, with an option to extend the Contract for two additional one-year terms at the Director of Transportation's sole discretion.

STRATEGIC PLAN GOALS AND TRANSIT FIRST POLICY PRINCIPLES

This action supports the following SFMTA Strategic Plan Goals and Objectives.

Goal 2: Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.

Objective 2.1: Improve transit service.

Goal 3: Improve the quality of life and environment in San Francisco and the region.

Objective 3.1: Use Agency programs and policies to advance San Francisco's commitment to equity.

Goal 4: Create a workplace that delivers outstanding service

Objective 4.1: Strengthen morale and wellness through enhanced employee engagement, support, and development.

Objective 4.4: Improve relationships and partnerships with our stakeholders.

Objective 4.3: Enhance customer service, public outreach, and engagement.

Objective 4.4: Create a more diverse and inclusive workforce.

This action supports the following Transit First Policy Principles:

1. To ensure quality of life and economic health in San Francisco, the primary objective of the transportation system must be the safe and efficient movement of people and goods.
4. The ability of the City and County to reduce traffic congestion depends on the adequacy of regional public transportation. The City and County shall promote the use of regional mass transit and the continued development of an integrated, reliable, regional public transportation system.

DESCRIPTION

Transportation can be a high-pressure industry. Because the SFMTA manages all aspects of transportation in the City and County of San Francisco, the vast majority of our employees are in challenging, customer-facing roles such as operating public transit vehicles on congested streets, writing parking citations and conducting transit fare inspections.

PAGE 3.

The SFMTA requires as-needed training services to provide additional training and development to employees, specifically those who often interact with the public or those who supervise public-facing employees. The training resources are designed to help the SFMTA deliver on its Strategic Goal of creating a workplace that delivers outstanding service.

To better prepare our workforce for roles that require public interaction, the SFMTA seeks to develop and institutionalize customized training programs within new and existing processes that can train our workforce to improve customer interactions, reduce customer conflicts, and mitigate and handle assaults.

This training will serve as an important component to help keep our employees safer, which is our absolute commitment as an Agency. Assaults are the Agency's leading cause of employee injury and the most expensive type of claim received by the Agency. In part, this is because San Francisco's Charter provides that any employee injured as a result of a criminal act is eligible for salary continuation for up to one year. We anticipate the result of this training will be improved customer service, reduced number of physical assaults, reduced workers compensation claims and absenteeism, an increased feeling of safety for employees, and better overall employee satisfaction.

The Contracts will make customized training development programs focused on improving customer interactions more readily available to the Agency. The primary audience for specialized training include, but is not limited to, employees whose work puts them in direct contact with customers and the public in order to provide services or enforce regulations and fares, as well as those who supervise or manage these employees.

The SFMTA is committed to sustainable changes to its culture and organizational behaviors around customer service, managing conflict and implicit bias in the workplace.

The Contractors will be expected develop training programs to: 1) Create a culture of outstanding service by providing customized training programs to customer-facing employees and those who supervise them; 2) set up a framework to institutionalize customer engagement skills, including de-escalation techniques training as a standard business practice; and 3) Build internal awareness and skills for managing implicit bias in the workplace and when working with the public.

The Contractors will work with the Organizational Development unit and Communications to develop customized programs for employees across the agency's divisions and units. A cross-functional group within the Agency including HR, Transit, Sustainable Streets and Communications participated in the development of the Request for Proposals (RFP) and subsequent interviews with the proposers, DTUI.com and Moran Consulting.

The SFMTA issued the RFP in June 2018, for as-needed as needed specialized training services. The RFP stated the SFMTA's intention to issue up to three Contracts for these services. Two proposals were received, one from DTUI.com LLC and a second from Moran Consulting, Inc. Both proposers were selected to receive an as needed Contract with a not-to-exceed amount \$3,000,000. Contracts each have a term of three years, with an option to extend each Contract

for two additional one-year terms at the Director of Transportation's sole discretion. The SFMTA will issue task orders for specific work under the
PAGE 4.

Contracts, and no minimum amount of work is guaranteed to any one consultant team.

The subcontracting participation requirements established by SFMTA's Contract Compliance Office for each Contract are as follows:

Contract	Prime Contractor	Subcontractor	Local Business Enterprise Participation Requirements Per Contract
SFMTA-2018-39-A	Moran Consulting, Inc.	CivicMakers, LLC Gloria Cotton The Elkind Group Enrichment Training Resources Theresa Feeley Consulting Dan Goldes GT Global Performance LLC HPI Consulting Jungle Communications, Inc. Opportu San Francisco SAFE, Inc. (Safety Awareness for Everyone) Donna J. Seal Two Rivers, Corp.	20%
SFMTA-2018-39-B	DTUI.com LLC	Pneumos LLC Rizzo & Associates LLC Onward Consulting Group	20%

STAKEHOLDER ENGAGEMENT

The feedback from past annual Employee Engagement Surveys and internal focus groups with customer-facing employees were used as the basis for developing the Request for Proposals. Both specifically cited the need for more training on how to deescalate difficult situations with customers and the need for ongoing support. In addition, union leaders along with staff representing Sustainable Streets, Transit, Human Resources and Communications participated in the vendor evaluation process. Union representatives have been supportive of customized training for their members.

ALTERNATIVES CONSIDERED

The SFMTA considered using existing staff and city resources to provide customer service, de-escalation and implicit bias training. Because existing resources are limited and many public-facing staff operations are 24/7, using existing resources alone will likely delay the implementation of programs intended to improve customer interactions and create a workplace of outstanding service.

FUNDING IMPACT

Funds required for both contracts, in the amount of \$6,000,000 are budgeted in the SFMTA's current year Operating Budget.

ENVIRONMENTAL REVIEW

On November 15, 2018, the SFMTA, under authority delegated by the Planning Department, determined that the proposed Contracts are not defined as "projects" under the California Environmental Quality Act (CEQA) pursuant to Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b).

A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors and is incorporated herein by reference.

OTHER APPROVALS RECEIVED OR STILL REQUIRED

The Civil Service Commission authorized these Contracts on January 22, 2018, Contract #41347-17/18.

The City Attorney's Office has reviewed this calendar item.

RECOMMENDATION

Staff recommends that the SFMTA Board of Directors award Contract No. SFMTA-2018-39-A and SFMTA-2018-39-B, As-Needed Specialized Training Services, to Moran Consulting Inc. and DTUI.com LLC, respectively for specialized training in customer service, incident de-escalation and management of implicit bias, as well as coaching for supervisors and managers, each for an amount not to exceed \$3,000,000 for each Contract, and a term of five years, with options to extend each Contract for two additional one-year terms at the Director of Transportation's sole discretion.

SAN FRANCISCO
MUNICIPAL TRANSPORTATION AGENCY
BOARD OF DIRECTORS

RESOLUTION No. _____

WHEREAS, The SFMTA needs to better prepare its workforce for roles that require public interaction; and,

WHEREAS, Assaults are the Agency's leading cause of employee injury and the most expensive type of claim received by the Agency; and,

WHEREAS, The SFMTA requires as-needed training services to provide additional training to employees focused on the development needs of employees who typically interact with the public and those who supervise these employees; and,

WHEREAS, The SFMTA seeks to create customized training programs that train employees to provide improved customer interactions, reduce customer conflicts, and mitigate assaults; and,

WHEREAS, The anticipated result of this training will be improved customer service, a reduced number of physical assaults, reduced workers compensation claims and absenteeism, an increased feeling of safety for employees and better overall employee satisfaction; and,

WHEREAS, A cross-functional group within the agency including representatives from Human Resources, Communications and the Transit and Sustainable Streets Divisions participated in the development of the Request for Proposals (RFP) and subsequent proposer interviews; and,

WHEREAS, Union representatives have been supportive of customized training for their members; and

WHEREAS, On June 20, 2018, the SFMTA advertised RFP No. SFMTA-2018-39 soliciting proposals from firms with expertise in customer service, de-escalation and implicit bias training and stating that the SFMTA could issue as many as three contracts for these services; and,

WHEREAS, The SFMTA received two responsive proposals to the RFP from responsible proposers; and,

WHEREAS, SFMTA's Contract Compliance Office has confirmed the proposers' commitment to meet their respective 20 percent Local Business Enterprise participation goals for these Contracts; and,

WHEREAS, On November 15, 2018, the SFMTA, under authority delegated by the Planning Department, determined that the proposed Contracts are not defined as a "project"

under the California Environmental Quality Act (CEQA) pursuant to Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b); and,

WHEREAS, A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors, and is incorporated herein by reference; now, therefore, be it

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors awards Contract No. SFMTA-2018-39-A, As-Needed Specialized Training Services to Moran Consulting Inc., for specialized training in customer service, incident de-escalation and management of implicit bias, as well as coaching for supervisors and managers, for a total amount not to exceed \$3,000,000, and a term not to exceed three years, with an option to extend the Contract for two additional one-year terms at the Director of Transportation's sole discretion; and be it further

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors awards Contract No. SFMTA-2018-39-B, As-Needed Specialized Training Services to DTUI.com LLC, for specialized training in customer service, incident de-escalation and management of implicit bias, as well as coaching for supervisors and managers for a total amount not to exceed \$3,000,000, and a term not to exceed three years, with an option to extend the Contract for two additional one-year terms at the Director of Transportation's sole discretion.

I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of January 15, 2019.

Secretary to the Board of Directors
San Francisco Municipal Transportation Agency

**City and County of San Francisco
Municipal Transportation Agency
One South Van Ness Ave., 7th Floor
San Francisco, California 94103**

Contract between the City and County of San Francisco and

Moran Consulting, Inc.

Table of Contents

Article 1: Definitions..... 2

Article 2: Term of the Agreement 3

Article 3: Financial Matters..... 3

3.1 Certification of Funds; Budget and Fiscal Provisions; Termination in the Event of Non-Appropriation 3

3.2 Guaranteed Maximum Costs..... 3

3.3 Compensation 4

 3.3.1 Payment Amount 4

 3.3.2 Method of Computing Compensation 4

3.4 Payment..... 5

 3.4.1 Payment Limited to Satisfactory Services..... 5

 3.4.2 Withhold Payments..... 5

 3.4.3 Invoice Format..... 5

 3.4.4 LBE Payment..... 6

 3.4.5 Getting Paid for Goods and/or Services from the City..... 6

3.5 Audit and Inspection of Records..... 7

3.6 Submitting False Claims 7

3.7 Reserved. (Payment of Prevailing Wages) 7

Article 4: Services and Resources..... 7

4.1 Services Contractor Agrees to Perform 7

4.2 Information and Data 7

4.3 Task Requirements..... 8

 4.3.1 Scope of Work 8

 4.3.2 Consultant Proposal 8

 4.3.3 Negotiation of Cost..... 9

 4.3.4 Scope of Work 9

 4.3.5 Notice to Proceed..... 9

 4.3.6 Changes..... 9

 4.3.7 Failure to Agree on Terms of Task..... 9

4.4 Qualified Personnel..... 9

4.5 Subcontracting 9

4.6 Independent Contractor; Payment of Employment Taxes and 10

 4.6.1 Independent Contractor 10

4.6.2 Payment of Employment Taxes and Other Expenses.....	11
4.7 Assignment	11
4.8 Warranty	11
Article 5: Insurance and Indemnity	12
5.1 Insurance.....	12
5.2 Indemnification	13
Article 6: Liability of the Parties	14
6.1 Liability of City.....	14
6.2 Liability for Use of Equipment.....	14
6.3 Liability for Incidental and Consequential Damages.....	14
Article 7: Payment of Taxes	14
Article 8: Termination and Default.....	15
8.1 Termination for Convenience	15
8.2 Termination for Default; Remedies	17
8.3 Non-Waiver of Rights.....	18
8.4 Rights and Duties upon Termination or Expiration.....	19
Article 9: Rights In Deliverables	19
9.1 Ownership of Results.....	19
9.2 Works for Hire	20
Article 10: Additional Requirements Incorporated by Reference	20
10.1 Laws Incorporated by Reference	20
10.2 Conflict of Interest.....	20
10.3 Prohibition on Use of Public Funds for Political Activity.....	20
10.4 Reserved.....	20
10.5 Nondiscrimination Requirements	20
10.5.1 Non Discrimination in Contracts.....	20
10.5.2 Nondiscrimination in the Provision of Employee Benefits	21
10.6 Local Business Enterprise and Non-Discrimination in Contracting Ordinance	21
10.7 Minimum Compensation Ordinance.....	21
10.8 Health Care Accountability Ordinance.....	21
10.9 First Source Hiring Program.....	21
10.10 Alcohol and Drug-Free Workplace.....	21
10.11 Limitations on Contributions	22
10.12 Reserved. (Slavery Era Disclosure).....	22

10.13 Reserved. (Working with Minors)	22
10.14 Consideration of Criminal History in Hiring and Employment Decisions.....	22
10.15 Public Access to Nonprofit Records and Meetings	23
10.16 Food Service Waste Reduction Requirements.....	23
10.17 Sugar-Sweetened Beverage Prohibition	23
10.18 Tropical Hardwood and Virgin Redwood Ban	23
10.19 Reserved. (Preservative Treated Wood Products)	23
Article 11: General Provisions	23
11.1 Notices to the Parties	23
11.2 Compliance with Americans with Disabilities Act.....	23
11.3 Reserved.....	24
11.4 Sunshine Ordinance	24
11.5 Modification of this Agreement.....	24
11.6 Dispute Resolution Procedure.....	24
11.6.1 Negotiation; Alternative Dispute Resolution.....	24
11.6.2 Government Code Claim Requirement	24
11.7 Agreement Made in California; Venue.....	25
11.8 Construction.....	25
11.9 Entire Agreement	25
11.10 Compliance with Laws	25
11.11 Severability	25
11.12 Cooperative Drafting	25
11.13 Order of Precedence.....	25
Article 12: SFMTA Specific Terms	25
12.1 Large Vehicle Driver Safety Training Requirements	25
Article 13: Data and Security	26
13.1 Nondisclosure of Private, Proprietary or Confidential Information	26
13.2 Reserved. (Payment Card Industry (PCI) Requirements).....	26
13.3 Reserved. (Business Associate Agreement)	26
Article 14: MacBride Principles And Signature	27
14.1 MacBride Principles -Northern Ireland	27

**City and County of San Francisco
Municipal Transportation Agency
One South Van Ness Ave., 7th Floor
San Francisco, California 94103**

**Agreement between the City and County of San Francisco and
Moran Consulting, Inc.
Contract No. SFMTA-2018-39-A**

This Agreement is made this 17th day of January, 2019, in the City and County of San Francisco, State of California, by and between Moran Consulting, Inc., 3712 North Broadway, #636, Chicago, Illinois 60613 (Contractor) and the City and County of San Francisco (City), acting by and through its Municipal Transportation Agency (SFMTA).

Recitals

A. The SFMTA wishes to contract with a qualified firm to develop and deliver customized training courses to address customer engagement in three specific areas: Customer Service Skills, De-Escalation Skills and Managing Implicit Bias to support the Agency's implementation of Customer Engagement Skills training and coaching support for employees whose primary role is to work with the public or supervise those who work with the public. The work will also include a component designed to facilitate productively working with people of diverse backgrounds, cultures and ethnicities.

B. The Contractor must be able to provide a broad range of services to complete task orders issued by SFMTA.

C. This Agreement was competitively procured as required by San Francisco Administrative Code Chapter 21.1 through a Request for Proposals (RFP) issued on May 23, 2018, pursuant to which City selected Contractor as the highest-qualified scorer.

D. The Local Business Entity (LBE) subcontracting participation requirement for this Agreement is 20 percent.

E. Contractor represents and warrants that it is qualified to perform the Services required by City as set forth under this Agreement.

F. Approval for this Agreement was obtained when the Civil Service Commission approved Contract number 41347-17/18 on January 22, 2018.

Now, THEREFORE, the parties agree as follows:

Article 1 Definitions

The following definitions apply to this Agreement:

- 1.1** “**Agreement**” means this contract document, including all attached appendices, and all applicable City Ordinances and Mandatory City Requirements that are specifically incorporated into this Agreement by reference as provided herein.
- 1.2** “**CCO**” means SFMTA Contract Compliance Office.
- 1.3** “**City**” or “the City” means the City and County of San Francisco, a municipal corporation.
- 1.4** “**CMD**” means the Contract Monitoring Division of the City.
- 1.5** “**Contract Administrator**” means the contract administrator assigned to the Contract by the SFMTA, or his or her designated agent.
- 1.6** “**Contractor**” or “**Consultant**” means Moran Consulting, Inc., 3712 North Broadway, #636, Chicago, Illinois 60613.
- 1.7** “**C&P**” means SFMTA Contracts and Procurement.
- 1.8** “**Deliverables**” means Contractor’s work product resulting from the Services that are provided by Contractor to City during the course of Contractor’s performance of the Agreement, including without limitation, the work product described in the “Scope of Services” attached as Appendix A.
- 1.9** “**Effective Date**” means the date upon which the City’s Controller certifies the availability of funds for this Agreement as provided in Section 3.1.
- 1.10** “**Mandatory City Requirements**” means those City laws set forth in the San Francisco Municipal Code, including the duly authorized rules, regulations, and guidelines implementing such laws, that impose specific duties and obligations upon Contractor.
- 1.11** “**Party**” and “**Parties**” mean the City and Contractor either collectively or individually.
- 1.12** “**Project Manager**” means the project manager assigned to the Contract for the SFMTA, or his or her designated agent.
- 1.13** “**Purchase Order**” means the written order issued by the City to the Contractor, authorizing the Effective Date as provided in Section 2.1.
- 1.14** “**San Francisco Municipal Transportation Agency**” or “**SFMTA**” means the agency of City with jurisdiction over all surface transportation in San Francisco, as provided under Article VIIIA of the City’s Charter.

1.15 “**Services**” means the work performed by Contractor under this Agreement as specifically described in the “Scope of Services” attached as Appendix A, including all services, labor, supervision, materials, equipment, actions and other requirements to be performed and furnished by Contractor under this Agreement.

1.16 “**Subconsultant**” or “**Subcontractor**” means any firm under contract to the Consultant for services under this Agreement.

1.17 “**Task Order**” means a written directive from the SFMTA to the Consultant to perform specified work.

Article 2 Term of the Agreement

2.1 The term of this Agreement shall commence on the later of: (i) January 17, 2019; or (ii) the Effective Date, and expire on January 16, 2022, unless earlier terminated as otherwise provided herein.

2.2 The City has two options to renew the Agreement for a period of one year each. The City may extend this Agreement beyond the expiration date by exercising an option at the Director of Transportation’s sole and absolute discretion and by modifying this Agreement as provided in Section 11.5 (Modification of this Agreement).

Article 3 Financial Matters

3.1 Certification of Funds; Budget and Fiscal Provisions; Termination in the Event of Non-Appropriation. This Agreement is subject to the budget and fiscal provisions of the City’s Charter. Charges will accrue only after prior written authorization certified by the Controller in the form of a Purchase Order, and the amount of City’s obligation hereunder shall not at any time exceed the amount certified for the purpose and period stated in such advance authorization. This Agreement will terminate without penalty, liability or expense of any kind to City at the end of any fiscal year if funds are not appropriated for the next succeeding fiscal year. If funds are appropriated for a portion of the fiscal year, this Agreement will terminate, without penalty, liability or expense of any kind at the end of the term for which funds are appropriated. City has no obligation to make appropriations for this Agreement in lieu of appropriations for new or other agreements. City budget decisions are subject to the discretion of the Mayor and the Board of Supervisors. Contractor’s assumption of risk of possible non-appropriation is part of the consideration for this Agreement.

THIS SECTION CONTROLS AGAINST ANY AND ALL OTHER PROVISIONS OF THIS AGREEMENT.

3.2 Guaranteed Maximum Costs. The City’s payment obligation to Contractor cannot at any time exceed the amount certified by City’s Controller for the purpose and period stated in such certification. Absent an authorized Emergency per the City Charter or applicable Code, no City representative is authorized to offer or promise, nor is the City required to honor,

any offered or promised payments to Contractor under this Agreement in excess of the certified maximum amount without the Controller having first certified the additional promised amount and the Parties having modified this Agreement as provided in Section 11.5 (Modification of this Agreement).

3.3 Compensation.

3.3.1 Payment Amount. Compensation under this Agreement shall be based on a negotiated lump sum price per task or subtask. In no event shall the amount of this Agreement exceed Three Million Dollars (\$3,000,000).

3.3.2 Method of Computing Compensation.

(a) **Hourly Rates:** The hourly rates in Appendix B shall be fixed at that level until 12 months after effective date of this Agreement. The hourly rates are “fully burdened,” including all indirect/overhead costs and services such as reproduction, administrative staff assistance, etc. Hourly rates in Appendix B may be adjusted 12 months after the effective date of this Agreement. The rate increases shall not exceed 3 percent of the rates listed in Appendix B. No hourly rate may be increased without prior written approval of the SFMTA.

(b) **Reimbursable Costs.** The Consultant acknowledges that it is familiar with the provisions Office of Management and Budget (OMB) Circular A-87, Cost Principles For State, Local, and Indian Tribal Governments; that it understands the City does not intend to pay the Consultant for costs under this Agreement that would not be reimbursable to City from its funding agencies in accordance with Circular A-87; and that all payments under this Agreement are subject to audit and adjustment.

(c) **Out-of-Pocket Expenses.** The SFMTA will reimburse Consultant for the actual cost of approved out-of-pocket expenses for the prime Consultant and subconsultants. Compensation for materials and expenses shall be at direct cost, without any mark-ups. All expenses required to perform a task must be described in detail in the Task Order scope of work, and identified as a line item in the Task Order budget. If unforeseen expenses are required to perform the Task Order scope of work after the Task Order has been issued as a Purchase Order, such costs must be documented in detail and pre-approved in writing by the SFMTA. For travel, Consultant must obtain the best air fare available in a timely fashion. Receipts for all expenses must accompany the invoice.

(d) **Non-Reimbursable Expenses.** Notwithstanding any other provision of this Agreement, computer usage, facsimile and telecommunication expenses will not be tracked or reimbursed separately as out-of-pocket costs. Consultant and subconsultant personnel relocation costs and entertainment or personal expenses of any kind will not be reimbursable under this Agreement. Office and field supplies/equipment expenses will also not be reimbursable unless these supplies and equipment can be demonstrated to be out of the

ordinary and used exclusively for the services of this Agreement. Vehicle expenses calculated on a cost- per-mile basis for travel within a 100-mile radius of the City will not be reimbursable.

(e) **Use of Public Transportation.** San Francisco is a transit-first city, and the SFMTA encourages Consultant and Subconsultants to use public transit in performance of its services to the maximum extent possible. The SFMTA will closely review the Consultant's requests for reimbursement of travel expenses. Travel from and to airports must be by public transit to the maximum extent possible. Taxicabs and hired cars are not considered public transit. The City reserves the right to refuse to reimburse travel expenses that are not in accord with these policies.

3.4 Payment. Contractor shall provide an invoice to the SFMTA on a monthly basis for Services completed in the immediately preceding month, unless a different schedule is set out in Appendix B, "Calculation of Charges." Compensation shall be made for Services identified in the invoice that the Director of Transportation or his or her designee, in his or her sole discretion, concludes has been satisfactorily performed. Payment shall be made within 30 calendar days of receipt of the invoice, unless the City notifies the Contractor that a dispute as to the invoice exists. In no event shall the City be liable for interest or late charges for any late payments.

3.4.1 Payment Limited to Satisfactory Services. Contractor is not entitled to any payments from City until the SFMTA approves Services, including any furnished Deliverables, as satisfying all of the requirements of this Agreement. Payments to Contractor by City shall not excuse Contractor from its obligation to replace unsatisfactory Deliverables, including equipment, components, materials, or Services even if the unsatisfactory character of such Deliverables, equipment, components, materials, or Services may not have been apparent or detected at the time such payment was made. Deliverables, equipment, components, materials and Services that do not conform to the requirements of this Agreement may be rejected by City and in such case must be replaced by Contractor without delay at no cost to the City.

3.4.2 Withhold Payments. If Contractor fails to provide Services in accordance with Contractor's obligations under this Agreement, the City may withhold any and all payments due Contractor until such failure to perform is cured, and Contractor shall not stop work as a result of City's withholding of payments as provided herein.

3.4.3 Invoice Format. Invoices furnished by Contractor under this Agreement must be in a form acceptable to the Controller and City, and must include a unique invoice number. The Consultant shall submit invoices for all allowable charges incurred in the performance of the Agreement. Each Consultant invoice shall contain the following information:

- (a) Contract Number
- (b) Task Order Number
- (c) Purchase Order Number for the Task Order

- (d) A copy of the SFMTA Project Manager's written pre-approval for expenses invoiced but not described in the Task Order scope of work issued as a Purchase Order
- (e) A copy of the receipts for all expenses invoiced
- (f) Description of the work performed or services rendered
- (g) Name, position, hourly rate and hours worked of employee(s) whose labor is invoiced; except where Contractor invoices for a deliverable that is priced in the Task Order as a lump sum, or as estimated milestone payments described in the Task Order budget
- (h) Subconsultant costs supported by invoice itemization in the same format as described here
- (i) Total costs

3.4.4 LBE Payment. Contractor must submit all required CMD payment forms to enable CCO to monitor Contractor's compliance with the LBE subcontracting commitments in this Agreement. Contractor shall pay its LBE subcontractors within three working days after receiving payment from SFMTA, except as otherwise authorized by the LBE Ordinance. The Controller is not authorized to pay invoices submitted by Contractor prior to Contractor's submission of all required CMD payment forms. Failure to submit all required CMD payment forms with each payment request may result in the Controller withholding 20 percent of the payment due pursuant to that invoice until the required CMD payment forms are provided. Following SFMTA's payment of an invoice, Contractor has 10 calendar days to submit a CMD Form 9 Payment Affidavit verifying its payments to LBE subcontractors.

3.4.5 Getting Paid for Goods and/or Services from the City.

(a) All City vendors receiving new contracts, contract renewals, or contract extensions must sign up to receive electronic payments through the City's Automated Clearing House (ACH) payments service/provider. Electronic payments are processed every business day and are safe and secure. To sign up for electronic payments, visit www.sfgov.org/ach.

(b) The following information is required to sign up: (i) The enroller must be their company's authorized financial representative, (ii) the company's legal name, main telephone number and all physical and remittance addresses used by the company, (iii) the company's U.S. federal employer identification number (EIN) or Social Security number (if

they are a sole proprietor), and (iv) the company's bank account information, including routing and account numbers.

3.5 Audit and Inspection of Records. Contractor agrees to maintain and make available to the City, during regular business hours, accurate books and accounting records relating to its Services. Contractor will permit City to audit, examine and make excerpts and transcripts from such books and records, and to make audits of all invoices, materials, payrolls, records or personnel and other data related to all other matters covered by this Agreement, whether funded in whole or in part under this Agreement. Contractor shall maintain such data and records in an accessible location and condition for a period of not fewer than five years after final payment under this Agreement or until after final audit has been resolved, whichever is later. The State of California or any Federal agency having an interest in the subject matter of this Agreement shall have the same rights as conferred upon City by this Section. Contractor shall include the same audit and inspection rights and record retention requirements in all subcontracts.

3.6 Submitting False Claims. The full text of San Francisco Administrative Code Chapter 21, Section 21.35, including the enforcement and penalty provisions, is incorporated into this Agreement. Pursuant to San Francisco Administrative Code §21.35, any contractor or subcontractor who submits a false claim shall be liable to the City for the statutory penalties set forth in that section. A contractor or subcontractor will be deemed to have submitted a false claim to the City if the contractor or subcontractor: (a) knowingly presents or causes to be presented to an officer or employee of the City a false claim or request for payment or approval; (b) knowingly makes, uses, or causes to be made or used a false record or statement to get a false claim paid or approved by the City; (c) conspires to defraud the City by getting a false claim allowed or paid by the City; (d) knowingly makes, uses, or causes to be made or used a false record or statement to conceal, avoid, or decrease an obligation to pay or transmit money or property to the City; or (e) is a beneficiary of an inadvertent submission of a false claim to the City, subsequently discovers the falsity of the claim, and fails to disclose the false claim to the City within a reasonable time after discovery of the false claim.

3.7 Reserved. (Payment of Prevailing Wages)

Article 4 Services and Resources

4.1 Services Contractor Agrees to Perform. Contractor agrees to perform the Services provided for in Appendix A (Scope of Services). Officers and employees of the City are not authorized to request, and the City is not required to reimburse the Contractor for, Services beyond those Services listed in Appendix A, unless Appendix A is modified as provided in Section 11.5 (Modification of this Agreement).

4.2 Information and Data. The Consultant shall request in writing any information and data it will require to prepare a proposal, or perform work described in the Task Order. The

Consultant shall identify the timing and priority for which this information and data will be required. The Consultant and City shall reach agreement as to the availability and delivery time for this information and data during initial task negotiations.

4.3 Task Requirements. The SFMTA will define Task requirements. The scope of work, cost and estimated time to perform the task fully will be agreed upon in advance of the start of work on the task in accordance with the terms and conditions of this Agreement, generally following the procedures outlined below. The cost of preparing invoices, including required LBE forms, and the Consultant Proposal must be incorporated into the overhead rate (as approved in Appendix B) or in the project management line item. Additionally, project management costs may incorporate, but not be limited to, preparation of meeting materials, summary of meeting notes, a task monitoring system (e.g., bi-weekly project reports or monthly status updates). Consultant time spent managing or overseeing work performed by subconsultants will not be compensable.

4.3.1 Scope of Work. The SFMTA will prepare the scope of work and expected time of completion, using the Task Order Request form (Appendix C) and transmit the Task Order Request form to the Consultant with a request for a proposal for the performance of the task by the established deadline. The SFMTA may, at its sole discretion, choose to exclude proposals not received by the established deadline. Proposals must include, but not limited to, the following information:

4.3.2 Consultant Proposal. The Consultant shall prepare and submit a proposal for the task showing:

- (a) A work plan that includes a detailed description by subtask or deliverable of the work to be performed and the means and methods that will be used to perform it;
- (b) A schedule by task and deliverable, including key milestones and/or critical path deliverables;
- (c) Personnel and the Subconsultants (in accordance with Appendix B) assigned to each part of the work along with a resume or curriculum vitae that indicates why such personnel are qualified to perform the work; and prior experience in performing work of this nature;
- (d) A detailed cost estimate for each task, subtask or deliverable showing:
 - (i) Estimated hours and hourly rates by position including overhead and profit as listed in Appendix B for both Consultant and Subconsultant personnel. Labor hours for preparing monthly invoices or filling out required LBE forms will not be allowed. Overtime labor hours will not be allowed without prior written approval. If overtime is

approved, it will be billed at the billing rates listed and not at one and one half times the billing rate;

(ii) Estimated reasonable out-of-pocket expenses;

(iii) Proposed profit as follows: Total profit/mark up of each Task Order as fixed fee amount not to exceed ten percent of total amount of the Task Order (excluding Other Direct Costs), regardless whether Task Order is being performed by prime Consultant, Subconsultant(s) or combination thereof.

4.3.3 Negotiation of Cost. The City will review the proposal and negotiate a lump sum price, including profit percentage, to perform the work of each task, subtask and/or deliverable and a total cost not to exceed for the task.

4.3.4 Subcontracting Goals. The CCO will review the final negotiated Task Order scope and schedule to determine the LBE goal and issue a memo to file by CMD. Subcontracting goals assigned to each Task Order shall be tracked by the CCO as part of the overall goal set forth in the Agreement.

4.3.5 Notice to Proceed. The SFMTA will send to the Consultant a written NTP and Task Order number. The Consultant shall use the Task Order number when submitting invoices to the SFMTA for payment. The Consultant shall not commence work on any task until it receives a written NTP for the task.

4.3.6 Changes. Agreed cost for Task Orders cannot be modified unless there is a material change in the scope of work of the task(s). If there is a material change in the scope of work of a task, then a proposal, negotiations, and Record of Negotiations shall be required before changes to agreed cost can be approved.

4.3.7 Failure to Agree on Terms of Task. In the event that the SFMTA and Consultant cannot reach agreement on the terms of the Task Order, the SFMTA may either cancel the Task Order and have the work accomplished through other available sources, or may direct the Consultant to proceed with the task under such conditions as City may require to assure quality and timeliness of the task performance. Under no circumstances may the Consultant refuse to undertake a City-ordered task.

4.4 Qualified Personnel. Contractor shall utilize only competent personnel under the supervision of, and in the employment of, Contractor (or Contractor's authorized subcontractors) to perform the Services. Contractor will comply with City's reasonable requests regarding assignment and/or removal of personnel, but all personnel, including those assigned at City's request, must be supervised by Contractor. Contractor shall commit adequate resources to allow timely completion within the project schedule specified in this Agreement.

4.5 Subcontracting.

4.5.1 Contractor may subcontract portions of the Services only upon prior written approval of City. Contractor is responsible for its subcontractors throughout the course of

the work required to perform the Services. All Subcontracts must incorporate the terms of Article 10 (Additional Requirements Incorporated by Reference) of this Agreement, unless inapplicable. Neither Party shall, on the basis of this Agreement, contract on behalf of, or in the name of, the other Party. Any agreement made in violation of this provision shall be null and void.

4.5.2 City's execution of this Agreement constitutes its approval of the subcontractors listed below.

- CivicMakers, LLC
- Gloria Cotton
- The Elkind Group
- Enrichment Training Resources
- Theresa Feeley Consulting
- Dan Goldes
- GT Global Performance LLC
- HPI Consulting
- Jungle Communications, Inc.
- Opportu
- San Francisco SAFE, Inc. (Safety Awareness for Everyone)
- Donna J. Seal
- Two Rivers, Corp.

4.6 Independent Contractor; Payment of Employment Taxes and Other Expenses.

4.6.1 Independent Contractor. For the purposes of this Article 4, "Contractor" shall be deemed to include not only Contractor, but also any agent or employee of Contractor. Contractor acknowledges and agrees that at all times, Contractor or any agent or employee of Contractor shall be deemed at all times to be an independent contractor and is wholly responsible for the manner in which it performs the services and work requested by City under this Agreement. Contractor, its agents, and employees will not represent or hold themselves out to be employees of the City at any time. Contractor or any agent or employee of Contractor shall not have employee status with City, nor be entitled to participate in any plans, arrangements, or distributions by City pertaining to or in connection with any retirement, health or other benefits that City may offer its employees. Contractor or any agent or employee of Contractor is liable for the acts and omissions of itself, its employees and its agents. Contractor shall be responsible for all obligations and payments, whether imposed by federal, state or local law, including, but not limited to, FICA, income tax withholdings, unemployment compensation, insurance, and other similar responsibilities related to Contractor's performing services and work, or any agent or employee of Contractor providing same. Nothing in this Agreement shall be construed as creating an employment or agency relationship between City and Contractor or any agent or employee of Contractor. Any terms in this Agreement referring to direction from City shall be

construed as providing for direction as to policy and the result of Contractor's work only, and not as to the means by which such a result is obtained. City does not retain the right to control the means or the method by which Contractor performs work under this Agreement. Contractor agrees to maintain and make available to City, upon request and during regular business hours, accurate books and accounting records demonstrating Contractor's compliance with this section. Should City determine that Contractor, or any agent or employee of Contractor, is not performing in accordance with the requirements of this Agreement, City shall provide Contractor with written notice of such failure. Within five business days of Contractor's receipt of such notice, and in accordance with Contractor policy and procedure, Contractor shall remedy the deficiency. Notwithstanding, if City believes that an action of Contractor, or any agent or employee of Contractor, warrants immediate remedial action by Contractor, City shall contact Contractor and provide Contractor in writing with the reason for requesting such immediate action.

4.6.2 Payment of Employment Taxes and Other Expenses. Should City, in its discretion, or a relevant taxing authority such as the Internal Revenue Service or the State Employment Development Division, or both, determine that Contractor is an employee for purposes of collection of any employment taxes, the amounts payable under this Agreement shall be reduced by amounts equal to both the employee and employer portions of the tax due (and offsetting any credits for amounts already paid by Contractor which can be applied against this liability). City shall then forward those amounts to the relevant taxing authority. Should a relevant taxing authority determine a liability for past services performed by Contractor for City, upon notification of such fact by City, Contractor shall promptly remit such amount due or arrange with City to have the amount due withheld from future payments to Contractor under this Agreement (again, offsetting any amounts already paid by Contractor which can be applied as a credit against such liability). A determination of employment status pursuant to the preceding two paragraphs shall be solely for the purposes of the particular tax in question, and for all other purposes of this Agreement, Contractor shall not be considered an employee of City. Notwithstanding the foregoing, Contractor agrees to indemnify and save harmless City and its officers, agents and employees from, and, if requested, shall defend them against any and all claims, losses, costs, damages, and expenses, including attorneys' fees, arising from this section.

4.7 Assignment. The Services to be performed by Contractor are personal in character, and neither this Agreement nor any duties or obligations hereunder may be assigned or delegated by Contractor unless first approved by City by written instrument executed and approved in the same manner as this Agreement. Any purported assignment made in violation of this provision shall be null and void.

4.8 Warranty. Contractor warrants to City that the Services will be performed with the degree of skill and care that is required by current, good and sound professional procedures and practices, and in conformance with generally accepted professional standards prevailing at

the time the Services are performed so as to ensure that all Services performed are correct and appropriate for the purposes contemplated in this Agreement.

Article 5 Insurance and Indemnity

5.1 Insurance.

5.1.1 Required Coverages. Without in any way limiting Contractor's liability pursuant to the "Indemnification" section of this Agreement, Contractor must maintain in force, during the full term of the Agreement, insurance in the following amounts and coverages:

(a) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than \$1,000,000 each accident, injury, or illness; and

(b) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; and

(c) Commercial Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence, "Combined Single Limit" for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable.

5.1.2 Commercial General Liability and Commercial Automobile Liability Insurance policies must be endorsed to provide:

(a) Name as Additional Insured the City and County of San Francisco, its Officers, Agents, and Employees.

(b) That such policies are primary insurance to any other insurance available to the Additional Insureds, with respect to any claims arising out of this Agreement, and that insurance applies separately to each insured against whom claim is made or suit is brought.

5.1.3 All policies shall be endorsed to provide 30 days' advance written notice to the City of cancellation for any reason, intended non-renewal, or reduction in coverages. Notices shall be sent to the City address set forth in Section 11.1 (Notices to the Parties). All notices, certificates and endorsements shall include the SFMTA contract number and title on the cover page.

5.1.4 Should any of the required insurance be provided under a claims-made form, Contractor shall maintain such coverage continuously throughout the term of this Agreement and, without lapse, for a period of three years beyond the expiration of this Agreement, to the effect that, should occurrences during the contract term give rise to claims made after expiration of the Agreement, such claims shall be covered by such claims-made policies.

5.1.5 Should any of the required insurance be provided under a form of coverage that includes a general annual aggregate limit or provides that claims investigation or legal defense costs be included in such general annual aggregate limit, such general annual aggregate limit shall be double the occurrence or claims limits specified above.

5.1.6 Should any required insurance lapse during the term of this Agreement, requests for payments originating after such lapse shall not be processed until the City receives satisfactory evidence of reinstated coverage as required by this Agreement, effective as of the lapse date. If insurance is not reinstated, the City may, at its sole option, terminate this Agreement effective on the date of such lapse of insurance.

5.1.7 Before commencing any Services, Contractor shall furnish to City certificates of insurance and additional insured policy endorsements with insurers with ratings comparable to A-, VIII or higher, that are authorized to do business in the State of California, and that are satisfactory to City, in form evidencing all coverages set forth above. Approval of the insurance by City shall not relieve or decrease Contractor's liability hereunder.

5.1.8 The Workers' Compensation policy(ies) shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Contractor, its employees, agents and subcontractors.

5.1.9 If Contractor will use any subcontractor(s) to provide Services, Contractor shall require the subcontractor(s) to provide all necessary insurance and to name the City and County of San Francisco, its officers, agents and employees and the Contractor as additional insureds.

5.2 Indemnification. Contractor shall indemnify and hold harmless City and its officers, agents and employees from, and, if requested, shall defend them from and against any and all claims, demands, losses, damages, costs, expenses, and liability (legal, contractual, or otherwise) arising from or in any way connected with any: (i) injury to or death of a person, including employees of City or Contractor; (ii) loss of or damage to property; (iii) violation of local, state, or federal common law, statute or regulation, including but not limited to privacy or personally identifiable information, health information, disability and labor laws or regulations; (iv) strict liability imposed by any law or regulation; or (v) losses arising from Contractor's execution of subcontracts not in accordance with the requirements of this Agreement applicable to subcontractors; so long as such injury, violation, loss, or strict liability (as set forth in subsections (i) – (v) above) arises directly or indirectly from Contractor's performance of this Agreement, including, but not limited to, Contractor's use of facilities or equipment provided by City or others, regardless of the negligence of, and regardless of whether liability without fault is imposed or sought to be imposed on City, except to the extent that such indemnity is void or otherwise unenforceable under applicable law, and except where such loss, damage, injury, liability or claim is the result of the active negligence or willful misconduct of City and is not contributed to by any act of, or by any omission to perform some duty imposed by law or agreement on Contractor, its subcontractors, or either's agent or employee. The foregoing

indemnity shall include, without limitation, reasonable fees of attorneys, consultants and experts and related costs and City's costs of investigating any claims against the City.

In addition to Contractor's obligation to indemnify City, Contractor specifically acknowledges and agrees that it has an immediate and independent obligation to defend City from any claim which actually or potentially falls within this indemnification provision, even if the allegations are or may be groundless, false or fraudulent, which obligation arises at the time such claim is tendered to Contractor by City and continues at all times thereafter.

Contractor shall indemnify and hold City harmless from all loss and liability, including attorneys' fees, court costs and all other litigation expenses for any infringement of the patent rights, copyright, trade secret or any other proprietary right or trademark, and all other intellectual property claims of any person or persons arising directly or indirectly from the receipt by City, or any of its officers or agents, of Contractor's Services.

Article 6 Liability of the Parties

6.1 Liability of City. CITY'S PAYMENT OBLIGATIONS UNDER THIS AGREEMENT SHALL BE LIMITED TO THE PAYMENT OF THE COMPENSATION PROVIDED FOR IN SECTION 3.3.1 (PAYMENT) OF THIS AGREEMENT. NOTWITHSTANDING ANY OTHER PROVISION OF THIS AGREEMENT, IN NO EVENT SHALL CITY BE LIABLE, REGARDLESS OF WHETHER ANY CLAIM IS BASED ON CONTRACT OR TORT, FOR ANY SPECIAL, CONSEQUENTIAL, INDIRECT OR INCIDENTAL DAMAGES, INCLUDING, BUT NOT LIMITED TO, LOST PROFITS, ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT OR THE SERVICES PERFORMED IN CONNECTION WITH THIS AGREEMENT.

6.2 Liability for Use of Equipment. City shall not be liable for any damage to persons or property as a result of the use, misuse or failure of any equipment used by Contractor, or any of its subcontractors, or by any of their employees, even though such equipment is furnished, rented or loaned by City.

6.3 Liability for Incidental and Consequential Damages. Contractor shall be responsible for incidental and consequential damages resulting in whole or in part from Contractor's acts or omissions.

Article 7 Payment of Taxes

7.1 Except for any applicable California sales and use taxes charged by Contractor to City, Contractor shall pay all taxes, including possessory interest taxes levied upon or as a result of this Agreement, or the Services delivered pursuant hereto. Contractor shall remit to the State of California any sales or use taxes paid by City to Contractor under this Agreement. Contractor

agrees to promptly provide information requested by the City to verify Contractor's compliance with any State requirements for reporting sales and use tax paid by City under this Agreement.

7.2 Contractor acknowledges that this Agreement may create a "possessory interest" for property tax purposes. Generally, such a possessory interest is not created unless the Agreement entitles the Contractor to possession, occupancy, or use of City property for private gain. If such a possessory interest is created, then the following shall apply:

7.2.1 Contractor, on behalf of itself and any permitted successors and assigns, recognizes and understands that Contractor, and any permitted successors and assigns, may be subject to real property tax assessments on the possessory interest.

7.2.2 Contractor, on behalf of itself and any permitted successors and assigns, recognizes and understands that the creation, extension, renewal, or assignment of this Agreement may result in a "change in ownership" for purposes of real property taxes, and therefore may result in a revaluation of any possessory interest created by this Agreement. Contractor accordingly agrees on behalf of itself and its permitted successors and assigns to report on behalf of the City to the County Assessor the information required by Revenue and Taxation Code section 480.5, as amended from time to time, and any successor provision.

7.2.3 Contractor, on behalf of itself and any permitted successors and assigns, recognizes and understands that other events also may cause a change of ownership of the possessory interest and result in the revaluation of the possessory interest. (see, e.g., Rev. & Tax. Code section 64, as amended from time to time). Contractor accordingly agrees on behalf of itself and its permitted successors and assigns to report any change in ownership to the County Assessor, the State Board of Equalization or other public agency as required by law.

7.2.4 Contractor further agrees to provide such other information as may be requested by the City to enable the City to comply with any reporting requirements for possessory interests that are imposed by applicable law.

Article 8 Termination and Default

8.1 Termination for Convenience

8.1.1 City shall have the option, in its sole discretion, to terminate this Agreement, at any time during the term hereof, for convenience and without cause. City shall exercise this option by giving Contractor written notice of termination. The notice shall specify the date on which termination shall become effective.

8.1.2 Upon receipt of the notice of termination, Contractor shall commence and perform, with diligence, all actions necessary on the part of Contractor to effect the termination of this Agreement on the date specified by City and to minimize the liability of Contractor and City to third parties as a result of termination. All such actions shall be subject to the prior approval of City. Such actions shall include, without limitation:

(a) Halting the performance of all Services under this Agreement on the date(s) and in the manner specified by the SFMTA.

(b) Terminating all existing orders and subcontracts, and not placing any further orders or subcontracts for materials, Services, equipment or other items.

(c) At the SFMTA's direction, assigning to City any or all of Contractor's right, title, and interest under the orders and subcontracts terminated. Upon such assignment, the SFMTA shall have the right, in its sole discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts.

(d) Subject to the SFMTA's approval, settling all outstanding liabilities and all claims arising out of the termination of orders and subcontracts.

(e) Completing performance of any Services that the SFMTA designates to be completed prior to the date of termination specified by the SFMTA.

(f) Taking such action as may be necessary, or as the SFMTA may direct, for the protection and preservation of any property related to this Agreement which is in the possession of Contractor and in which the SFMTA has or may acquire an interest.

8.1.3 Within 30 days after the specified termination date, Contractor shall submit to the SFMTA an invoice, which shall set forth each of the following as a separate line item:

(a) The reasonable cost to Contractor, without profit, for all Services prior to the specified termination date, for which Services the SFMTA has not already tendered payment. Reasonable costs may include a reasonable allowance for actual overhead, not to exceed a total of 10% of Contractor's direct costs for Services. Any overhead allowance shall be separately itemized. Contractor may also recover the reasonable cost of preparing the invoice.

(b) A reasonable allowance for profit on the cost of the Services described in the immediately preceding subsection (a), provided that Contractor can establish, to the satisfaction of the SFMTA, that Contractor would have made a profit had all Services under this Agreement been completed, and provided further, that the profit allowed shall in no event exceed 5% of such cost.

(c) The reasonable cost to Contractor of handling material or equipment returned to the vendor, delivered to the SFMTA or otherwise disposed of as directed by the SFMTA.

(d) A deduction for the cost of materials to be retained by Contractor, amounts realized from the sale of materials and not otherwise recovered by or credited to the SFMTA, and any other appropriate credits to the SFMTA against the cost of the Services or other work.

8.1.4 In no event shall the City be liable for costs incurred by Contractor or any of its subcontractors after the termination date specified by the SFMTA, except for those costs specifically enumerated and described in Section 8.1.3. Such non-recoverable costs include, but are not limited to, anticipated profits on the Services under this Agreement, post-termination employee salaries, post-termination administrative expenses, post-termination overhead or unabsorbed overhead, attorneys' fees or other costs relating to the prosecution of a claim or lawsuit, prejudgment interest, or any other expense which is not reasonable or authorized under Section 8.1.3.

8.1.5 In arriving at the amount due to Contractor under this Section, the SFMTA may deduct: (i) all payments previously made by the SFMTA for Services covered by Contractor's final invoice; (ii) any claim which the SFMTA may have against Contractor in connection with this Agreement; (iii) any invoiced costs or expenses excluded pursuant to the immediately preceding subsection 8.1.4; and (iv) in instances in which, in the opinion of the SFMTA, the cost of any Service performed under this Agreement is excessively high due to costs incurred to remedy or replace defective or rejected Services, the difference between the invoiced amount and the SFMTA's estimate of the reasonable cost of performing the invoiced Services in compliance with the requirements of this Agreement.

8.1.6 The City's payment obligation under this Section shall survive termination of this Agreement.

8.2 Termination for Default; Remedies.

8.2.1 Each of the following shall constitute an immediate event of default (Event of Default) under this Agreement:

(a) Contractor fails or refuses to perform or observe any term, covenant or condition contained in any of the following Sections of this Agreement:

- 3.6 Submitting False Claims.
- 4.7 Assignment
- Article 5 Insurance and Indemnity
- Article 7 Payment of Taxes
- 10.10 Alcohol and Drug-Free Workplace
- 11.10 Compliance with Laws
- 13.1 Nondisclosure of Private, Proprietary or Confidential Information

(b) Contractor fails or refuses to perform or observe any other term, covenant or condition contained in this Agreement, including any obligation imposed by ordinance or statute and incorporated by reference herein, and such default continues for a period of ten days after written notice thereof from the SFMTA to Contractor.

(c) Contractor (i) is generally not paying its debts as they become due; (ii) files, or consents by answer or otherwise to the filing against it of a petition for relief or reorganization or arrangement or any other petition in bankruptcy or for liquidation or to take advantage of any bankruptcy, insolvency or other debtors' relief law of any jurisdiction; (iii) makes an assignment for the benefit of its creditors; (iv) consents to the appointment of a custodian, receiver, trustee or other officer with similar powers of Contractor or of any substantial part of Contractor's property; or (v) takes action for the purpose of any of the foregoing.

(d) A court or government authority enters an order (i) appointing a custodian, receiver, trustee or other officer with similar powers with respect to Contractor or with respect to any substantial part of Contractor's property, (ii) constituting an order for relief or approving a petition for relief or reorganization or arrangement or any other petition in bankruptcy or for liquidation or to take advantage of any bankruptcy, insolvency or other debtors' relief law of any jurisdiction or (iii) ordering the dissolution, winding-up or liquidation of Contractor.

8.2.2 On and after any Event of Default, City shall have the right to exercise its legal and equitable remedies, including, without limitation, the right to terminate this Agreement or to seek specific performance of all or any part of this Agreement. In addition, where applicable, City shall have the right (but no obligation) to cure (or cause to be cured) on behalf of Contractor any Event of Default; Contractor shall pay to City on demand all costs and expenses incurred by City in effecting such cure, with interest thereon from the date of incurrence at the maximum rate then permitted by law. City shall have the right to offset from any amounts due to Contractor under this Agreement or any other agreement between City and Contractor: (i) all damages, losses, costs or expenses incurred by City as a result of an Event of Default; and (ii) any liquidated damages levied upon Contractor pursuant to the terms of this Agreement; and (iii), any damages imposed by any ordinance or statute that is incorporated into this Agreement by reference, or into any other agreement with the City.

8.2.3 All remedies provided for in this Agreement may be exercised individually or in combination with any other remedy available hereunder or under applicable laws, rules and regulations. The exercise of any remedy shall not preclude or in any way be deemed to waive any other remedy. Nothing in this Agreement shall constitute a waiver or limitation of any rights that City may have under applicable law.

8.2.4 Any notice of default must be sent to the address set forth in Article 11, and in the manner prescribed in Article 11.

8.3 Non-Waiver of Rights. The omission by either party at any time to enforce any default or right reserved to it, or to require performance of any of the terms, covenants, or provisions hereof by the other party at the time designated, shall not be a waiver of any such default or right to which the party is entitled, nor shall it in any way affect the right of the party to enforce such provisions thereafter.

8.4 Rights and Duties upon Termination or Expiration.

8.4.1 This Section and the following Sections of this Agreement listed below, shall survive termination or expiration of this Agreement:

3.4.1	Payment Limited to Satisfactory Services
3.5	Audit and Inspection of Records
3.6	Submitting False Claims
Article 5	Insurance and Indemnity
6.1	Liability of City
6.3	Liability for Incidental and Consequential Damages
Article 7	Payment of Taxes
8.1.6	Payment Obligation
9.1	Ownership of Results
9.2	Works for Hire
11.6	Dispute Resolution Procedure
11.7	Agreement Made in California; Venue
11.8	Construction
11.9	Entire Agreement
11.10	Compliance with Laws
11.11	Severability
13.1	Nondisclosure of Private, Proprietary or Confidential Information

8.4.2 Subject to the survival of the Sections identified in Section 8.4.1 above, if this Agreement is terminated prior to expiration of the term specified in Article 2, this Agreement shall be of no further force or effect. Contractor shall transfer title to City, and deliver in the manner, at the times, and to the extent, if any, directed by City, any work in progress, completed work, supplies, equipment, and other materials produced as a part of, or acquired in connection with the performance of this Agreement, and any completed or partially completed work which, if this Agreement had been completed, would have been required to be furnished to City.

Article 9 Rights In Deliverables

9.1 Ownership of Results. Any interest of Contractor or its subcontractors, in the Deliverables, including any drawings, plans, specifications, blueprints, studies, reports, memoranda, computation sheets, computer files and media or other documents prepared by Contractor or its subcontractors for the purposes of this Agreement, shall become the property of and will be transmitted to City. However, unless expressly prohibited elsewhere in this Agreement, Contractor may retain and use copies for reference and as documentation of its experience and capabilities.

9.2 Works for Hire. If, in connection with Services, Contractor or its subcontractors creates Deliverables including, without limitation, artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, blueprints, source codes, or any other original works of authorship, whether in digital or any other format, such works of authorship shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in such works shall be the property of the City. If any Deliverables created by Contractor or its subcontractor(s) under this Agreement are ever determined not to be works for hire under U.S. law, Contractor hereby assigns all Contractor's copyrights to such Deliverables to the City, agrees to provide any material and execute any documents necessary to effectuate such assignment, and agrees to include a clause in every subcontract imposing the same duties upon subcontractor(s). With City's prior written approval, Contractor and its subcontractor(s) may retain and use copies of such works for reference and as documentation of their respective experience and capabilities.

Article 10 Additional Requirements Incorporated by Reference

10.1 Laws Incorporated by Reference. The full text of the laws listed in this Article 10, including enforcement and penalty provisions, are incorporated by reference into this Agreement. The full text of the San Francisco Municipal Code provisions incorporated by reference in this Article and elsewhere in the Agreement (Mandatory City Requirements) are available at http://www.amlegal.com/codes/client/san-francisco_ca.

10.2 Conflict of Interest. By executing this Agreement, Contractor certifies that it does not know of any fact which constitutes a violation of Section 15.103 of the City's Charter; Article III, Chapter 2 of City's Campaign and Governmental Conduct Code; Title 9, Chapter 7 of the California Government Code (Section 87100 *et seq.*), or Title 1, Division 4, Chapter 1, Article 4 of the California Government Code (Section 1090 *et seq.*), and further agrees promptly to notify the City if it becomes aware of any such fact during the term of this Agreement.

10.3 Prohibition on Use of Public Funds for Political Activity. In performing the Services, Contractor shall comply with San Francisco Administrative Code Chapter 12G, which prohibits funds appropriated by the City for this Agreement from being expended to participate in, support, or attempt to influence any political campaign for a candidate or for a ballot measure. Contractor is subject to the enforcement and penalty provisions in Chapter 12G.

10.4 Reserved.

10.5 Nondiscrimination Requirements

10.5.1 Non Discrimination in Contracts. Contractor shall comply with the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Contractor shall incorporate by reference in all subcontracts the provisions of Sections 12B.2(a), 12B.2(c)-(k), and 12C.3 of the San Francisco Administrative Code and shall require all subcontractors to comply with such provisions. Contractor is subject to the enforcement and penalty provisions in Chapters 12B and 12C.

10.5.2 Nondiscrimination in the Provision of Employee Benefits. San Francisco Administrative Code 12B.2. Contractor does not as of the date of this Agreement, and will not during the term of this Agreement, in any of its operations in San Francisco, on real property owned by San Francisco, or where work is being performed for the City elsewhere in the United States, discriminate in the provision of employee benefits between employees with domestic partners and employees with spouses and/or between the domestic partners and spouses of such employees, subject to the conditions set forth in San Francisco Administrative Code Section 12B.2.

10.6 Local Business Enterprise and Non-Discrimination in Contracting Ordinance. Contractor shall comply with all applicable provisions of Chapter 14B (LBE Ordinance). Contractor is subject to the enforcement and penalty provisions in Chapter 14B. Contractor shall utilize LBE Subcontractors for at least 20 percent of the Services except as otherwise authorized in writing by the Director of CMD. Contractor shall incorporate the requirements of the LBE Ordinance in each subcontract made in the fulfillment of Contractor's LBE subcontracting commitments.

10.7 Minimum Compensation Ordinance. Contractor shall pay covered employees no less than the minimum compensation required by San Francisco Administrative Code Chapter 12P. Contractor is subject to the enforcement and penalty provisions in Chapter 12P. By signing and executing this Agreement, Contractor certifies that it is in compliance with Chapter 12P.

10.8 Health Care Accountability Ordinance. Contractor shall comply with San Francisco Administrative Code Chapter 12Q. Contractor shall choose and perform one of the Health Care Accountability options set forth in San Francisco Administrative Code Chapter 12Q.3. Contractor is subject to the enforcement and penalty provisions in Chapter 12Q.

10.9 First Source Hiring Program. Contractor must comply with all of the provisions of the First Source Hiring Program, Chapter 83 of the San Francisco Administrative Code, that apply to this Agreement, and Contractor is subject to the enforcement and penalty provisions in Chapter 83.

10.10 Alcohol and Drug-Free Workplace. City reserves the right to deny access to, or require Contractor to remove from, City facilities personnel of any Contractor or subcontractor who City has reasonable grounds to believe has engaged in alcohol abuse or illegal drug activity which in any way impairs City's ability to maintain safe work facilities or to protect the health and well-being of City employees and the general public. City shall have the right of final approval for the entry or re-entry of any such person previously denied access to, or removed from, City facilities. Illegal drug activity means possessing, furnishing, selling, offering, purchasing, using or being under the influence of illegal drugs or other controlled substances for which the individual lacks a valid prescription. Alcohol abuse means possessing, furnishing, selling, offering, or using alcoholic beverages, or being under the influence of alcohol.

10.11 Limitations on Contributions. By executing this Agreement, Contractor acknowledges that it is familiar with Section 1.126 of the City's Campaign and Governmental Conduct Code, which prohibits any person who contracts with the City for the rendition of personal services, for the furnishing of any material, supplies or equipment, for the sale or lease of any land or building, or for a grant, loan or loan guarantee, from making any campaign contribution to (1) an individual holding a City elective office if the contract must be approved by the individual, a board on which that individual serves, or the board of a state agency on which an appointee of that individual serves, (2) a candidate for the office held by such individual, or (3) a committee controlled by such individual, at any time from the commencement of negotiations for the contract until the later of either the termination of negotiations for such contract or six months after the date the contract is approved. The prohibition on contributions applies to each prospective party to the contract; each member of Contractor's board of directors; Contractor's chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Contractor; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Contractor. Contractor must inform each such person of the limitation on contributions imposed by Section 1.126 and provide the names of the persons required to be informed to City.

10.12 Reserved. (Slavery Era Disclosure)

10.13 Reserved. (Working with Minors)

10.14 Consideration of Criminal History in Hiring and Employment Decisions

10.14.1 Contractor agrees to comply fully with and be bound by all of the provisions of Chapter 12T (City Contractor/Subcontractor Consideration of Criminal History in Hiring and Employment Decisions) of the San Francisco Administrative Code (Chapter 12T), including the remedies provided, and implementing regulations, as may be amended from time to time. The provisions of Chapter 12T are incorporated by reference and made a part of this Agreement as though fully set forth herein. The text of the Chapter 12T is available on the web at <http://sfgov.org/olse/fco>. Contractor is required to comply with all of the applicable provisions of 12T, irrespective of the listing of obligations in this Section. Capitalized terms used in this Section and not defined in this Agreement shall have the meanings assigned to such terms in Chapter 12T.

10.14.2 The requirements of Chapter 12T shall only apply to a Contractor's or Subcontractor's operations to the extent those operations are in furtherance of the performance of this Agreement, shall apply only to applicants and employees who would be or are performing work in furtherance of this Agreement, and shall apply when the physical location of the employment or prospective employment of an individual is wholly or substantially within the City of San Francisco. Chapter 12T shall not apply when the application in a particular context would conflict with federal or state law or with a requirement of a government agency implementing federal or state law.

10.15 Reserved. (Public Access to Nonprofit Records and Meetings)

10.16 Food Service Waste Reduction Requirements. Contractor shall comply with the Food Service Waste Reduction Ordinance, as set forth in San Francisco Environment Code Chapter 16, including but not limited to the remedies for noncompliance provided therein.

10.17 Sugar-Sweetened Beverage Prohibition. Contractor agrees that it will not sell, provide, or otherwise distribute Sugar-Sweetened Beverages, as defined by San Francisco Administrative Code Chapter 101, as part of its performance of this Agreement.

10.18 Tropical Hardwood and Virgin Redwood Ban. Pursuant to San Francisco Environment Code Section 804(b), the City urges Contractor not to import, purchase, obtain, or use for any purpose, any tropical hardwood, tropical hardwood wood product, virgin redwood or virgin redwood wood product.

10.19 Reserved. (Preservative Treated Wood Products)

Article 11 General Provisions

11.1 Notices to the Parties. Unless otherwise indicated in this Agreement, all written communications sent by the Parties may be by U.S. mail or e-mail, and shall be addressed as follows:

To City: Candace A. Sue
Director of Communications and Marketing
Communications and Marketing Division
San Francisco Municipal Transportation Agency
One South Van Ness Avenue, 7th Floor
San Francisco, CA 94103
Candace.Sue@sfmta.com

To Contractor: Melissa Siemers
Director of Operations
Moran Consulting, Inc.
3712 N. Broadway, #636
Chicago, IL 60613
msiemers@moraninc.com

Any notice of default must be sent by overnight delivery service or courier, with a signature obtained at delivery. Either Party may change the address to which notice is to be sent by giving written notice thereof to the other Party. If email notification is used, the sender must specify a receipt notice.

11.2 Compliance with Americans with Disabilities Act. Contractor shall provide the Services in a manner that complies with the Americans with Disabilities Act (ADA), including but not limited to Title II's program access requirements, and all other applicable federal, state and local disability rights legislation.

11.3 Reserved.

11.4 Sunshine Ordinance. Contractor acknowledges that this Agreement and all records related to its formation, Contractor's performance of Services, and City's payment are subject to the California Public Records Act, (California Government Code §6250 et. seq.), and the San Francisco Sunshine Ordinance, (San Francisco Administrative Code Chapter 67). Such records are subject to public inspection and copying unless exempt from disclosure under federal, state or local law.

11.5 Modification of this Agreement. This Agreement may not be modified, nor may compliance with any of its terms be waived, except as noted in Section 11.1 (Notices to Parties) regarding change in personnel or place, and except by written instrument executed and approved as required under City law and under the policy of the SFMTA Board of Directors. Contractor shall cooperate with the SFMTA to submit to the CCO any amendment, modification, supplement or change order that would result in a cumulative increase of the original amount of this Agreement by more than 20% (CMD Contract Modification Form).

11.6 Dispute Resolution Procedure.

11.6.1 Negotiation; Alternative Dispute Resolution. The Parties will attempt in good faith to resolve any dispute or controversy arising out of or relating to the performance of services under this Agreement. If the Parties are unable to resolve the dispute, then, pursuant to San Francisco Administrative Code Section 21.35, Contractor may submit to the Contract Administrator a written request for administrative review and documentation of the Contractor's claim(s). Upon such request, the Contract Administrator shall promptly issue an administrative decision in writing, stating the reasons for the action taken and informing the Contractor of its right to judicial review. If agreed by both Parties in writing, disputes may be resolved by a mutually agreed-upon alternative dispute resolution process. If the parties do not mutually agree to an alternative dispute resolution process or such efforts do not resolve the dispute, then either Party may pursue any remedy available under California law. The status of any dispute or controversy notwithstanding, Contractor shall proceed diligently with the performance of its obligations under this Agreement in accordance with the Agreement and the written directions of the City. Neither Party will be entitled to legal fees or costs for matters resolved under this section.

11.6.2 Government Code Claim Requirement. No suit for money or damages may be brought against the City until a written claim therefor has been presented to and rejected by the City in conformity with the provisions of San Francisco Administrative Code Chapter 10 and California Government Code Section 900, et seq. Nothing set forth in this Agreement shall operate to toll, waive or excuse Contractor's compliance with the California Government Code Claim requirements set forth in San Francisco Administrative Code Chapter 10 and California Government Code Section 900, et seq.

11.7 Agreement Made in California; Venue. The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.

11.8 Construction. All paragraph captions are for reference only and shall not be considered in construing this Agreement.

11.9 Entire Agreement. This contract sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions. This Agreement may be modified only as provided in Section 11.5 (Modification of this Agreement).

11.10 Compliance with Laws. Contractor shall keep itself fully informed of the City's Charter, codes, ordinances and duly adopted rules and regulations of the City and of all state, and federal laws in any manner affecting the performance of this Agreement, and must at all times comply with such local codes, ordinances, and regulations and all applicable laws as they may be amended from time to time.

11.11 Severability. Should the application of any provision of this Agreement to any particular facts or circumstances be found by a court of competent jurisdiction to be invalid or unenforceable, then (a) the validity of other provisions of this Agreement shall not be affected or impaired thereby, and (b) such provision shall be enforced to the maximum extent possible so as to effect the intent of the parties and shall be reformed without further action by the parties to the extent necessary to make such provision valid and enforceable.

11.12 Cooperative Drafting. This Agreement has been drafted through a cooperative effort of City and Contractor, and both Parties have had an opportunity to have the Agreement reviewed and revised by legal counsel. No Party shall be considered the drafter of this Agreement, and no presumption or rule that an ambiguity shall be construed against the Party drafting the clause shall apply to the interpretation or enforcement of this Agreement.

11.13 Order of Precedence. Contractor agrees to perform the services described below in accordance with the terms and conditions of this Agreement, including amendments, the RFP, and Contractor's proposal dated July 9, 2018. The RFP and Contractor's proposal are incorporated by reference as though fully set forth herein. Should there be a conflict of terms or conditions, the order of precedence shall be (a) this Agreement and any amendments, (b) any implementing task orders, (c) the RFP, and (d) the Contractor's proposal.

Article 12 SFMTA Specific Terms

12.1 Large Vehicle Driver Safety Training Requirements.

12.1.1 Contractor agrees that before any of its employees and subcontractors drive large vehicles within the City and County of San Francisco, those employees and subcontractors shall successfully complete either (a) the SFMTA's Large Vehicle Urban Driving

Safety training program or (b) a training program that meets the SFMTA's approved standards for large vehicle urban driving safety. The SFMTA's approved standards for large vehicle urban driving safety is available for download at www.SFMTA.com/largevehicletainingstandards. This requirement does not apply to drivers providing delivery services who are not employees or subcontractors of the Contractor. For purposes of this section, "large vehicle" means any single vehicle or combination of vehicle and trailer with an unladen weight of 10,000 pounds or more, or a van designed to carry 10 or more people.

12.1.2 By entering into this Agreement, Contractor agrees that in the event the Contractor fails to comply with the Large Vehicle Driver Safety Training Requirements, the City will suffer actual damages that will be impractical or extremely difficult to determine; further, Contractor agrees that the sum of up to One Thousand Dollars (\$1,000) per employee or subcontractor who is permitted to drive a large vehicle in violation of these requirements is not a penalty, but is a reasonable estimate of the loss that City will incur based on the Contractor's failure to comply with this requirement, established in light of the circumstances existing at the time this Contract was awarded. City may deduct a sum representing the liquidated damages from any money due to Contractor. Such deductions shall not be considered a penalty, but rather agreed monetary damages sustained by City because of Contractor's failure to comply.

Article 13 Data and Security

13.1 Nondisclosure of Private, Proprietary or Confidential Information.

13.1.1 If this Agreement requires City to disclose "Private Information" to Contractor within the meaning of San Francisco Administrative Code Chapter 12M, Contractor and Subcontractor shall use such information only in accordance with the restrictions stated in Chapter 12M and in this Agreement and only as necessary in performing the Services. Contractor is subject to the enforcement and penalty provisions in Chapter 12M.

13.1.2 In the performance of Services, Contractor may have access to City's proprietary or confidential information, the disclosure of which to third parties may damage City. If City discloses proprietary or confidential information to Contractor, such information must be held by Contractor in confidence and used only in performing the Agreement. Contractor shall exercise the same standard of care to protect such information as a reasonably prudent contractor would use to protect its own proprietary or confidential information.

13.2 Reserved. (Payment Card Industry (PCI) Requirements)

13.3 Reserved. (Business Associate Agreement)

Article 14 MacBride Principles And Signature

14.1 MacBride Principles -Northern Ireland. The provisions of San Francisco Administrative Code §12F are incorporated herein by this reference and made part of this Agreement. By signing this Agreement, Contractor confirms that Contractor has read and understood that the City urges companies doing business in Northern Ireland to resolve employment inequities and to abide by the MacBride Principles, and urges San Francisco companies to do business with corporations that abide by the MacBride Principles.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day first mentioned above.

<p>CITY</p> <p>San Francisco Municipal Transportation Agency</p> <hr/> <p>Edward D. Reiskin Director of Transportation</p> <p>Authorized By:</p> <p>Municipal Transportation Agency Board of Directors</p> <p>Resolution No: _____</p> <p>Adopted: _____</p> <p>Attest: _____ Roberta Boomer, Secretary</p> <p>Approved as to Form:</p> <p>Dennis J. Herrera City Attorney</p> <p>By: _____ David A. Greenburg Deputy City Attorney</p>	<p>CONTRACTOR</p> <p>Moran Consulting, Inc.</p> <hr/> <p>Melissa Siemers Director of Operations 3712 N. Broadway, #636 Chicago, IL 60613</p> <p><u>Acknowledgement of Large Vehicle Driver Safety Training Requirements:</u></p> <p>By signing this Agreement, Contractor acknowledges that it has read and understands Section 12.1: Large Vehicle Driver Safety Training Requirements.</p> <p>City Supplier number: 0000031166</p>
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Appendices:

- A: Scope of Services
- B: Calculation of Charges
- C: Task Order Form
- D: Contractor's Travel Expense Guidelines

Appendix A Scope of Services

1. Description of Services

Contractor agrees to perform the following Services pursuant to the terms and conditions of this Agreement, exercising the same degree of care, skill, and diligence as is ordinarily possessed and exercised by professionals providing similar services, currently practicing, under similar circumstances.

This Scope of Services is a general guide to the work the SFMTA expects to be performed, and is not a complete listing of all Services that may be required or desired. SFMTA will issue, and Contractor will provide the Services under individual task orders on an as-needed basis. Individual task orders will consist of one or any combination of the below-listed tasks, or of additional tasks not listed below. Each task order will describe the detailed scope of the Services required, and set a not-to-exceed dollar amount for Contractor to complete the task order.

Contractor shall perform only those Services described in the applicable task order.

In providing the Services, Contractor will work collaboratively with SFMTA staff under direction of an SFMTA Program Manager.

A. Tasks and Deliverables

The tasks described below are some, but not necessarily all, of the tasks Contractor may be required to perform under tasks orders. The deliverable or deliverables Contractor must provide to SFMTA in connection with each task are listed after the description of each task. Contractor may be required to perform additional tasks, and provide additional deliverables, within Contractor's expertise but which are not described below.

Task 1: Training Needs Assessment

Contractor shall develop an understanding of SFMTA's existing organizational structure and training options available to each classification of employees, evaluate the options and gaps, and define a proposed approach to developing customized training that will resonate with the Agency's customer-facing employee groups.

Tasks shall include the following:

- Hold a kick-off meeting with SFMTA's Program Manager and other staff to define goals, objectives, deliverables and timing.

- Review background information and materials on SFMTA culture and organizational structure.
- Review and analyze issues affecting SFMTA’s customer-facing employees, including lack of customer service skills, limited training on de-escalation techniques and lack of awareness of implicit bias that may contribute to difficult customer situations.
- Review and evaluate current training options; recommend approaches to customize training.
- Provide a thorough and comprehensive psychosocial coaching and research evaluation of SFMTA personnel and culture, including the impact of encounters with difficult customers and the effect it has on employees directly serving the public. Expertise in the field of psychology will be needed to develop a detailed report of the Agency’s current state and provide the most efficient and results-based approach to support the following trainings: De-escalation, Customer Service and Implicit Bias.
- Assessment shall include experiential ridealongs and site visits to various SFMTA locations.
- Conduct focus groups with SFMTA staff regarding training needs.
- Identify other information sources required to develop the program.

Task 1 - Deliverables:

- Provide a detailed program approach including scope, timeline and budget for each program deliverable.
- Provide psychosocial coaching and research evaluation of SFMTA personnel and culture as described above
- Provide a report detailing the conclusions and recommendations resulting from focus groups with SFMTA staff regarding training needs.

Task 2: Training Program Development

Based on the insights gained from analysis and assessment of the SFMTA organization, culture and training needs, Contractor shall develop a series of customized training modules that can build skills and confidence for three core groups of employees – customer-facing employees, supervisors of customer-facing employees and the Agency’s internal training staff. At a minimum, training modules shall address three core key areas: Customer Service Skills, De-Escalation Skills and Managing Implicit Bias. The course work shall demonstrate a clear understanding of the challenges faced by employees in SFMTA job classification such as Transit Operators and Parking Control Officers. Courses shall allow for demonstrable progression in skills and learning.

Tasks shall include the following:

- Work with SFMTA to design a series of customized training programs for customer-facing employees, those who supervise customer-facing employees and the Agency’s internal training staff.

- Implement a pilot training program with a subset of employees, gather their feedback and incorporate learnings into a fully developed program for employees.
- At the completion of the pilot, the program content and delivery methodology will be modified accordingly and submitted for approval by the leadership of SFMTA.
- Develop a training curriculum that, at a minimum, includes core training modules and materials, instructor training modules and teaching guides, and course and instructor evaluations.
- Include options for motivating and recognizing employees who successfully complete courses.

Task 2 - Deliverables:

- Customized training modules.
- Training materials and teaching guides.
- Evaluation instrument for students and instructors.
- An internal communications plan outlining an approach to how the training will benefit the participants, including talking points.
- A set of recommendations for changes to management approach in the form of a briefing, to ensure the best results from the Agency's investment in training.

Task 3: Training Delivery

Following the development of training modules, Contractor shall deliver training to customer-facing employees and their supervisors and managers. Contractor shall anticipate and develop ways to integrate internal Agency trainers into training delivery in order to support program sustainability and refresher courses to be delivered in the future.

Tasks shall include the following:

- Identify the best approaches to schedule and monitor attendance for each customized training for up to 4,000 employees who are part of a 24-hour operation.
- Develop and implement an internal SFMTA train-the-trainer program that includes the following components: Facilitator kit, program preparation items, checklists, scripts and materials needed to deliver the training internally.
- Create communications and multilingual options for courses to include: naming, messaging, creative, mailing as appropriate, open house events, and union engagement.
- Develop a communications plan to onboard, align, and set participation expectations to the leadership, management, and staff.
- Courses shall be grouped and customized to be appropriate for large employee populations such as Transit Operators and Parking Control Officers.
- Develop and implement a recognition program to acknowledge the successful completion of each successive course level.
- Develop and implement an evaluation component required to successfully complete the course to enable trainers to be evaluated by students at the end of each course.

Task 3 – Deliverables:

- Schedule and deliver training.
- Develop an internal SFMTA train-the-trainer program.
- Create communications and multilingual options for courses
- Monitor and report attendance to the SFMTA Program Manager.
- Recognize students who successfully complete coursework.
- Provide course and trainer evaluations and other metrics as agreed with the SFMTA Program Manager.

Task 4: Coaching

Following the delivery of training, Contractor shall provide coaching and models for mentorship as a resource for those who participated in training, including supervisors and managers, in order to reinforce skills learned as part of the training curriculum. The SFMTA may also require a provision for developing support groups for customer-facing staff that further reinforce the concepts learned in training sessions.

Tasks shall include the following:

- Develop an efficient and effective method of providing coaching support on an ongoing basis for a minimum of one year following course participation.
- Facilitate executive coaching and continued support following implementation.
- Support may take the form of leadership follow-up and coaching sessions, identification and planning for process improvement opportunities, and the continued management of feedback from the front-line staff and customers.
- Provide a minimum of one follow-up session per training project for senior leaders and managers in order to facilitate alignment between training concepts and strategic performance goals.

Task 4 - Deliverables:

- Identify options, make recommendations and design coaching programs for customer-facing employees, supervisors, managers and executives.
- Provide coaching sessions to customer-facing employees, supervisors, managers and executives as required.

Task 5: Measuring Success and Monitoring

As a means of monitoring and evaluating the program, Contractor shall develop a system to track and continually improve the training program. Tasks shall include identifying key measures and metrics, monitoring and reporting progress and delivering information in the form of summary reports and presentations.

Tasks shall include the following:

- Develop measures and metrics to evaluate the success of the training program such as employee survey results, workers' compensation claims, EEO complaints, passenger service requests, absenteeism, assault and retention rates.
- Develop a quarterly progress report and annual summary of the training program and illuminate the lessons learned from student and instructor evaluations.
- Create an online dashboard to monitor participation and certification metrics.
- Track key statistics including:
 - Number of employees enrolled and completion rates by course.
 - Number of employees by demographics, course date, student scores, trainer name.
 - Trainer evaluation scores.

Task 5 - Deliverables:

- Online dashboard of participation and certification metrics.
- Quarterly progress reports and annual summary.

2. Deliverables

All written Deliverables, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

3. Services Provided by Attorneys

Any services to be provided by a law firm or attorney must be reviewed and approved in writing in advance by the City Attorney. No invoices for services provided by law firms or attorneys, including, without limitation, as subcontractors of Contractor, will be paid unless the provider received advance written approval from the City Attorney.

4. Reports

Contractor shall submit written reports as requested by the SFMTA. Format for the content of such reports shall be determined by the SFMTA. The timely submission of all reports is a necessary and material term and condition of this Agreement. The reports, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

5. Department Liaison

In performing the Services provided for in this Agreement, Contractor's liaison with the **SFMTA** will be Barbara Otis.

**Appendix B
Calculation of Charges**

Firm	Prime or Subcontractor	Position	Hourly Rate
Moran Consulting, Inc.	Prime	Senior Strategy/Communication Consultant	\$500
Moran Consulting, Inc.	Prime	Executive Coach	\$400
Moran Consulting, Inc.	Prime	Senior Development Consultant/Facilitator	\$375
Moran Consulting, Inc.	Prime	Subject Matter Expert Consultant	\$325
CivicMakers, LLC	Subcontractor	Senior Development Consultant/Facilitator	\$375
Gloria Cotton	Subcontractor	Senior Development Consultant/Facilitator	\$375
The Elkind Group	Subcontractor	Executive Coach	\$400
The Elkind Group	Subcontractor	Executive Coach	\$400
Enrichment Training Resources	Subcontractor	Senior Development Consultant/Facilitator	\$375
Theresa Feeley Consulting	Subcontractor	Subject Matter Expert Consultant	\$325
Dan Golde	Subcontractor	Senior Development Consultant/Facilitator	\$375
GT Global Performance LLC	Subcontractor	Senior Development Consultant/Facilitator	\$375
HPI Consulting	Subcontractor	Senior Development Consultant/Facilitator	\$375
Jungle Communications, Inc.	Subcontractor	Senior Development Consultant/Facilitator	\$375
Jungle Communications, Inc.	Subcontractor	Subject Matter Expert Consultant	\$325
Jungle Communications, Inc.	Subcontractor	Subject Matter Expert Consultant	\$325
Opportu	Subcontractor	Subject Matter Expert Consultant	\$325
San Francisco SAFE, Inc. (Safety Awareness for Everyone)	Subcontractor	Subject Matter Expert Consultant	\$325
Donna J. Seal	Subcontractor	Senior Development Consultant/Facilitator	\$375
Two Rivers, Corp.	Subcontractor	Senior Development Consultant/Facilitator	\$375
Two Rivers, Corp.	Subcontractor	Senior Development Consultant/Facilitator	\$375
Two Rivers, Corp.	Subcontractor	Subject Matter Expert Consultant	\$325

The hourly rates in Appendix B shall be fixed at that level until 12 months after effective date of this Agreement. The hourly rates are “fully burdened,” including all indirect/overhead costs and

services such as reproduction, administrative staff assistance, etc. Hourly rates may be adjusted 12 months after the effective date of this Agreement. The rate increases shall not exceed 3 percent of the rates listed in Appendix B. No hourly rate may be increased without prior written approval of the SFMTA.

No invoices for Services provided by law firms or attorneys, including, without limitation, as subcontractors of Contractor, will be paid unless the provider received advance written approval from the City Attorney.

**Appendix C
Task Order Request Form**

San Francisco Municipal Transportation Agency		
Contract No. and Title: _____		
Task Title: _____	Date Initiated: _____	
Type of Request:		
<input type="checkbox"/> New Task Order- No. <u>XX</u>		
<input type="checkbox"/> Modification - No. _____ (attach approved original and all modifications to date)		
Total Amount Being Requested: \$XXXX		
Chartfield Information: _____ _____		
Task Start Date: _____ Modification Start Date: _____		
Estimated Completion Date: _____		
Funding Source: _____		Proposed Task LBE Goal: <u>XX%</u>
Project Title: _____		
 Work to be Performed: Brief Description		
 Deliverables:		
<u>Description</u>	<u>Date Req'd</u>	<u>Quantity</u>

Appendix D Contractor's Travel Expense Guidelines

Travel Expenses include lodging, transportation costs, registration or attendance fees, subsistence costs and other costs reasonably and necessarily incurred that are subject to reimbursement by the SFMTA when Contractor's employees or officers are required to travel for the provision of Services under the Agreement. Contractor should only allow travel that is clearly budgeted in the Agreement. Complete expense reimbursement requests or travel liquidations must be fully supported by receipts and forwarded to the SFMTA Program Manager with Contractor's invoice. ***Contractor is responsible for cancellation of lodging and transportation if travel is cancelled or postponed, to ensure that the City will not be liable for any costs. Reimbursements will be denied if documentation is incomplete.***

Transportation: Contractors will be expected to purchase the lowest published routine fare for travel by the **most efficient, direct and economical mode of transportation** required by the occasion. If an alternative mode of transportation is selected, the allowable cost shall be the lower of the actual cost of alternative modes of transportation or the lowest regular fare available for regularly scheduled airlines for the date and time selected.

Lodging: The most economical and practical accommodations available considering the purpose of the provision of Services, and other relevant factors will be reimbursed. For travel within the United States, the [U.S.] Federal maximum rates for lodging will be used as a guide (see below). To stay within the maximum rates, discount rates and "government rates" should be used whenever possible. If lodging rates exceed the Federal rate, actual expenses will be reimbursed when documentation of the lodging rate and a receipt are provided. ***An itemized hotel bill is always required for reimbursement to be made.*** In order for lodging expenses to be allowable for persons other than the officer or employee, the SFMTA Program Manager must certify that such expenditures are necessary for the provision of Services under the Agreement. If there is any confusion on the applicability of this section, Contractor shall obtain prior written approval of the SFMTA Program Manager.

Meals and Incidental Expenses (M&IE): The [U.S.] Federal maximum rates for lodging will be used as a guide (see below).

[U.S.] Federal Maximum Rates: Federal domestic and foreign lodging, maximum travel per diem allowances, meals and incidental expense breakdown are available from the U.S. General Services Administration website at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.

**City and County of San Francisco
Municipal Transportation Agency
One South Van Ness Ave., 7th Floor
San Francisco, California 94103**

Contract between the City and County of San Francisco and

DTUI.com LLC

Table of Contents

Article 1: Definitions	2
Article 2: Term of the Agreement	3
Article 3: Financial Matters	3
3.1 Certification of Funds; Budget and Fiscal Provisions; Termination in the Event of Non-Appropriation	3
3.2 Guaranteed Maximum Costs.....	3
3.3 Compensation	4
3.3.1 Payment Amount	4
3.3.2 Method of Computing Compensation	4
3.4 Payment.....	5
3.4.1 Payment Limited to Satisfactory Services.....	5
3.4.2 Withhold Payments.....	5
3.4.3 Invoice Format.....	5
3.4.4 LBE Payment.....	6
3.4.5 Getting Paid for Goods and/or Services from the City.....	6
3.5 Audit and Inspection of Records.....	7
3.6 Submitting False Claims	7
3.7 Reserved. (Payment of Prevailing Wages)	7
Article 4: Services and Resources	7
4.1 Services Contractor Agrees to Perform	7
4.2 Information and Data	8
4.3 Task Requirements.....	8
4.3.1 Scope of Work	8
4.3.2 Consultant Proposal	8
4.3.3 Negotiation of Cost.....	9
4.3.4 Scope of Work	9
4.3.5 Notice to Proceed.....	9
4.3.6 Changes.....	9
4.3.7 Failure to Agree on Terms of Task.....	9
4.4 Qualified Personnel.....	9
4.5 Subcontracting	9
4.6 Independent Contractor; Payment of Employment Taxes and	10
4.6.1 Independent Contractor	10

4.6.2 Payment of Employment Taxes and Other Expenses.....	11
4.7 Assignment	11
4.8 Warranty	11
Article 5: Insurance and Indemnity	11
5.1 Insurance.....	11
5.2 Indemnification	13
Article 6: Liability of the Parties	14
6.1 Liability of City.....	14
6.2 Liability for Use of Equipment.....	14
6.3 Liability for Incidental and Consequential Damages.....	14
Article 7: Payment of Taxes	14
Article 8: Termination and Default.....	15
8.1 Termination for Convenience	15
8.2 Termination for Default; Remedies	17
8.3 Non-Waiver of Rights.....	18
8.4 Rights and Duties upon Termination or Expiration.....	18
Article 9: Rights In Deliverables	19
9.1 Ownership of Results.....	19
9.2 Works for Hire	19
Article 10: Additional Requirements Incorporated by Reference	20
10.1 Laws Incorporated by Reference	20
10.2 Conflict of Interest	20
10.3 Prohibition on Use of Public Funds for Political Activity.....	20
10.4 Reserved.....	20
10.5 Nondiscrimination Requirements	20
10.5.1 Non Discrimination in Contracts	20
10.5.2 Nondiscrimination in the Provision of Employee Benefits	20
10.6 Local Business Enterprise and Non-Discrimination in Contracting Ordinance	21
10.7 Minimum Compensation Ordinance.....	21
10.8 Health Care Accountability Ordinance	21
10.9 First Source Hiring Program	21
10.10 Alcohol and Drug-Free Workplace.....	21
10.11 Limitations on Contributions	21
10.12 Reserved. (Slavery Era Disclosure)	22

10.13 Reserved. (Working with Minors)	22
10.14 Consideration of Criminal History in Hiring and Employment Decisions.....	22
10.15 Public Access to Nonprofit Records and Meetings	22
10.16 Food Service Waste Reduction Requirements.....	22
10.17 Sugar-Sweetened Beverage Prohibition	23
10.18 Tropical Hardwood and Virgin Redwood Ban	23
10.19 Reserved. (Preservative Treated Wood Products)	23
Article 11: General Provisions	23
11.1 Notices to the Parties	23
11.2 Compliance with Americans with Disabilities Act.....	23
11.3 Reserved.....	23
11.4 Sunshine Ordinance	23
11.5 Modification of this Agreement.....	24
11.6 Dispute Resolution Procedure.....	24
11.6.1 Negotiation; Alternative Dispute Resolution.....	24
11.6.2 Government Code Claim Requirement	24
11.7 Agreement Made in California; Venue.....	24
11.8 Construction.....	25
11.9 Entire Agreement	25
11.10 Compliance with Laws	25
11.11 Severability	25
11.12 Cooperative Drafting	25
11.13 Order of Precedence.....	25
Article 12: SFMTA Specific Terms	25
12.1 Large Vehicle Driver Safety Training Requirements	25
Article 13: Data and Security	26
13.1 Nondisclosure of Private, Proprietary or Confidential Information	26
13.2 Reserved. (Payment Card Industry (PCI) Requirements).....	26
13.3 Reserved. (Business Associate Agreement)	26
Article 14: MacBride Principles And Signature	26
14.1 MacBride Principles -Northern Ireland	26

**City and County of San Francisco
Municipal Transportation Agency
One South Van Ness Ave., 7th Floor
San Francisco, California 94103**

**Agreement between the City and County of San Francisco and
DTUI.com LLC
Contract No. SFMTA-2018-39-B**

This Agreement is made this 17th day of January, 2019, in the City and County of San Francisco, State of California, by and between DTUI.com LLC, 350 Townsend Street, Suite 255, San Francisco, CA 94107 (Contractor) and the City and County of San Francisco (City), acting by and through its Municipal Transportation Agency (SFMTA).

Recitals

A. The SFMTA wishes to contract with a qualified firm to develop and deliver customized training courses to address customer engagement in three specific areas: Customer Service Skills, De-Escalation Skills and Managing Implicit Bias to support the Agency's implementation of Customer Engagement Skills training and coaching support for employees whose primary role is to work with the public or supervise those who work with the public. The work will also include a component designed to facilitate productively working with people of diverse backgrounds, cultures and ethnicities.

B. The Contractor must be able to provide a broad range of services to complete task orders issued by SFMTA.

C. This Agreement was competitively procured as required by San Francisco Administrative Code Chapter 21.1 through a Request for Proposals (RFP) issued on May 23, 2018, pursuant to which City selected Contractor as the highest-qualified scorer.

D. The Local Business Entity (LBE) subcontracting participation requirement for this Agreement is 20 percent.

E. Contractor represents and warrants that it is qualified to perform the Services required by City as set forth under this Agreement.

F. Approval for this Agreement was obtained when the Civil Service Commission approved Contract number 41347-17/18 on January 22, 2018.

Now, THEREFORE, the parties agree as follows:

Article 1 Definitions

The following definitions apply to this Agreement:

1.1 “Agreement” means this contract document, including all attached appendices, and all applicable City Ordinances and Mandatory City Requirements that are specifically incorporated into this Agreement by reference as provided herein.

1.2 “CCO” means SFMTA Contract Compliance Office.

1.3 “City” or “the City” means the City and County of San Francisco, a municipal corporation.

1.4 “CMD” means the Contract Monitoring Division of the City.

1.5 “Contract Administrator” means the contract administrator assigned to the Contract by the SFMTA, or his or her designated agent.

1.6 “Contractor” or “Consultant” means DTUI.com LLC, 350 Townsend Street, Suite 255, San Francisco, CA 94107.

1.7 “C&P” means SFMTA Contracts and Procurement.

1.8 “Deliverables” means Contractor’s work product resulting from the Services that are provided by Contractor to City during the course of Contractor’s performance of the Agreement, including without limitation, the work product described in the “Scope of Services” attached as Appendix A.

1.9 “Effective Date” means the date upon which the City’s Controller certifies the availability of funds for this Agreement as provided in Section 3.1.

1.10 “Mandatory City Requirements” means those City laws set forth in the San Francisco Municipal Code, including the duly authorized rules, regulations, and guidelines implementing such laws, that impose specific duties and obligations upon Contractor.

1.11 “Party” and “Parties” mean the City and Contractor either collectively or individually.

1.12 “Project Manager” means the project manager assigned to the Contract for the SFMTA, or his or her designated agent.

1.13 “Purchase Order” means the written order issued by the City to the Contractor, authorizing the Effective Date as provided in Section 2.1.

1.14 “San Francisco Municipal Transportation Agency” or “SFMTA” means the agency of City with jurisdiction over all surface transportation in San Francisco, as provided under Article VIIIA of the City’s Charter.

1.15 “**Services**” means the work performed by Contractor under this Agreement as specifically described in the “Scope of Services” attached as Appendix A, including all services, labor, supervision, materials, equipment, actions and other requirements to be performed and furnished by Contractor under this Agreement.

1.16 “**Subconsultant**” or “**Subcontractor**” means any firm under contract to the Consultant for services under this Agreement.

1.17 “**Task Order**” means a written directive from the SFMTA to the Consultant to perform specified work.

Article 2 Term of the Agreement

2.1 The term of this Agreement shall commence on the later of: (i) January 17, 2019; or (ii) the Effective Date, and expire on January 16, 2022, unless earlier terminated as otherwise provided herein.

2.2 The City has two options to renew the Agreement for a period of one year each. The City may extend this Agreement beyond the expiration date by exercising an option at the Director of Transportation’s sole and absolute discretion and by modifying this Agreement as provided in Section 11.5 (Modification of this Agreement).

Article 3 Financial Matters

3.1 Certification of Funds; Budget and Fiscal Provisions; Termination in the Event of Non-Appropriation. This Agreement is subject to the budget and fiscal provisions of the City’s Charter. Charges will accrue only after prior written authorization certified by the Controller in the form of a Purchase Order, and the amount of City’s obligation hereunder shall not at any time exceed the amount certified for the purpose and period stated in such advance authorization. This Agreement will terminate without penalty, liability or expense of any kind to City at the end of any fiscal year if funds are not appropriated for the next succeeding fiscal year. If funds are appropriated for a portion of the fiscal year, this Agreement will terminate, without penalty, liability or expense of any kind at the end of the term for which funds are appropriated. City has no obligation to make appropriations for this Agreement in lieu of appropriations for new or other agreements. City budget decisions are subject to the discretion of the Mayor and the Board of Supervisors. Contractor’s assumption of risk of possible non-appropriation is part of the consideration for this Agreement.

THIS SECTION CONTROLS AGAINST ANY AND ALL OTHER PROVISIONS OF THIS AGREEMENT.

3.2 Guaranteed Maximum Costs. The City’s payment obligation to Contractor cannot at any time exceed the amount certified by City’s Controller for the purpose and period stated in such certification. Absent an authorized Emergency per the City Charter or applicable Code, no City representative is authorized to offer or promise, nor is the City required to honor,

any offered or promised payments to Contractor under this Agreement in excess of the certified maximum amount without the Controller having first certified the additional promised amount and the Parties having modified this Agreement as provided in Section 11.5 (Modification of this Agreement).

3.3 Compensation.

3.3.1 Payment Amount. Compensation under this Agreement shall be based on a negotiated lump sum price per task or subtask. In no event shall the amount of this Agreement exceed Three Million Dollars (\$3,000,000).

3.3.2 Method of Computing Compensation.

(a) **Hourly Rates:** The hourly rates in Appendix B shall be fixed at that level until 12 months after effective date of this Agreement. The hourly rates are “fully burdened,” including all indirect/overhead costs and services such as reproduction, administrative staff assistance, etc. Hourly rates in Appendix B may be adjusted 12 months after the effective date of this Agreement. The rate increases shall not exceed 3 percent of the rates listed in Appendix B. No hourly rate may be increased without prior written approval of the SFMTA.

(b) **Reimbursable Costs.** The Consultant acknowledges that it is familiar with the provisions Office of Management and Budget (OMB) Circular A-87, Cost Principles For State, Local, and Indian Tribal Governments; that it understands the City does not intend to pay the Consultant for costs under this Agreement that would not be reimbursable to City from its funding agencies in accordance with Circular A-87; and that all payments under this Agreement are subject to audit and adjustment.

(c) **Out-of-Pocket Expenses.** The SFMTA will reimburse Consultant for the actual cost of approved out-of-pocket expenses for the prime Consultant and subconsultants. Compensation for materials and expenses shall be at direct cost, without any mark-ups. All expenses required to perform a task must be described in detail in the Task Order scope of work, and identified as a line item in the Task Order budget. If unforeseen expenses are required to perform the Task Order scope of work after the Task Order has been issued as a Purchase Order, such costs must be documented in detail and pre-approved in writing by the SFMTA. For travel, Consultant must obtain the best air fare available in a timely fashion. Receipts for all expenses must accompany the invoice.

(d) **Non-Reimbursable Expenses.** Notwithstanding any other provision of this Agreement, computer usage, facsimile and telecommunication expenses will not be tracked or reimbursed separately as out-of-pocket costs. Consultant and subconsultant personnel relocation costs and entertainment or personal expenses of any kind will not be reimbursable under this Agreement. Office and field supplies/equipment expenses will also not be reimbursable unless these supplies and equipment can be demonstrated to be out of the

ordinary and used exclusively for the services of this Agreement. Vehicle expenses calculated on a cost- per-mile basis for travel within a 100-mile radius of the City will not be reimbursable.

(e) **Use of Public Transportation.** San Francisco is a transit-first city, and the SFMTA encourages Consultant and Subconsultants to use public transit in performance of its services to the maximum extent possible. The SFMTA will closely review the Consultant's requests for reimbursement of travel expenses. Travel from and to airports must be by public transit to the maximum extent possible. Taxicabs and hired cars are not considered public transit. The City reserves the right to refuse to reimburse travel expenses that are not in accord with these policies.

3.4 Payment. Contractor shall provide an invoice to the SFMTA on a monthly basis for Services completed in the immediately preceding month, unless a different schedule is set out in Appendix B, "Calculation of Charges." Compensation shall be made for Services identified in the invoice that the Director of Transportation or his or her designee, in his or her sole discretion, concludes has been satisfactorily performed. Payment shall be made within 30 calendar days of receipt of the invoice, unless the City notifies the Contractor that a dispute as to the invoice exists. In no event shall the City be liable for interest or late charges for any late payments.

3.4.1 Payment Limited to Satisfactory Services. Contractor is not entitled to any payments from City until the SFMTA approves Services, including any furnished Deliverables, as satisfying all of the requirements of this Agreement. Payments to Contractor by City shall not excuse Contractor from its obligation to replace unsatisfactory Deliverables, including equipment, components, materials, or Services even if the unsatisfactory character of such Deliverables, equipment, components, materials, or Services may not have been apparent or detected at the time such payment was made. Deliverables, equipment, components, materials and Services that do not conform to the requirements of this Agreement may be rejected by City and in such case must be replaced by Contractor without delay at no cost to the City.

3.4.2 Withhold Payments. If Contractor fails to provide Services in accordance with Contractor's obligations under this Agreement, the City may withhold any and all payments due Contractor until such failure to perform is cured, and Contractor shall not stop work as a result of City's withholding of payments as provided herein.

3.4.3 Invoice Format. Invoices furnished by Contractor under this Agreement must be in a form acceptable to the Controller and City, and must include a unique invoice number. The Consultant shall submit invoices for all allowable charges incurred in the performance of the Agreement. Each Consultant invoice shall contain the following information:

- (a) Contract Number
- (b) Task Order Number

- (c) Purchase Order Number for the Task Order
- (d) A copy of the SFMTA Project Manager's written pre-approval for expenses invoiced but not described in the Task Order scope of work issued as a Purchase Order
- (e) A copy of the receipts for all expenses invoiced
- (f) Description of the work performed or services rendered
- (g) Name, position, hourly rate and hours worked of employee(s) whose labor is invoiced; except where Contractor invoices for a deliverable that is priced in the Task Order as a lump sum, or as estimated milestone payments described in the Task Order budget
- (h) Subconsultant costs supported by invoice itemization in the same format as described here
- (i) Total costs

3.4.4 LBE Payment. Contractor must submit all required CMD payment forms to enable CCO to monitor Contractor's compliance with the LBE subcontracting commitments in this Agreement. Contractor shall pay its LBE subcontractors within three working days after receiving payment from SFMTA, except as otherwise authorized by the LBE Ordinance. The Controller is not authorized to pay invoices submitted by Contractor prior to Contractor's submission of all required CMD payment forms. Failure to submit all required CMD payment forms with each payment request may result in the Controller withholding 20 percent of the payment due pursuant to that invoice until the required CMD payment forms are provided. Following SFMTA's payment of an invoice, Contractor has 10 calendar days to submit a CMD Form 9 Payment Affidavit verifying its payments to LBE subcontractors.

3.4.5 Getting Paid for Goods and/or Services from the City.

(a) All City vendors receiving new contracts, contract renewals, or contract extensions must sign up to receive electronic payments through the City's Automated Clearing House (ACH) payments service/provider. Electronic payments are processed every business day and are safe and secure. To sign up for electronic payments, visit www.sfgov.org/ach.

(b) The following information is required to sign up: (i) The enroller must be their company's authorized financial representative, (ii) the company's legal name, main telephone number and all physical and remittance addresses used by the company, (iii) the

company's U.S. federal employer identification number (EIN) or Social Security number (if they are a sole proprietor), and (iv) the company's bank account information, including routing and account numbers.

3.5 Audit and Inspection of Records. Contractor agrees to maintain and make available to the City, during regular business hours, accurate books and accounting records relating to its Services. Contractor will permit City to audit, examine and make excerpts and transcripts from such books and records, and to make audits of all invoices, materials, payrolls, records or personnel and other data related to all other matters covered by this Agreement, whether funded in whole or in part under this Agreement. Contractor shall maintain such data and records in an accessible location and condition for a period of not fewer than five years after final payment under this Agreement or until after final audit has been resolved, whichever is later. The State of California or any Federal agency having an interest in the subject matter of this Agreement shall have the same rights as conferred upon City by this Section. Contractor shall include the same audit and inspection rights and record retention requirements in all subcontracts.

3.6 Submitting False Claims. The full text of San Francisco Administrative Code Chapter 21, Section 21.35, including the enforcement and penalty provisions, is incorporated into this Agreement. Pursuant to San Francisco Administrative Code §21.35, any contractor or subcontractor who submits a false claim shall be liable to the City for the statutory penalties set forth in that section. A contractor or subcontractor will be deemed to have submitted a false claim to the City if the contractor or subcontractor: (a) knowingly presents or causes to be presented to an officer or employee of the City a false claim or request for payment or approval; (b) knowingly makes, uses, or causes to be made or used a false record or statement to get a false claim paid or approved by the City; (c) conspires to defraud the City by getting a false claim allowed or paid by the City; (d) knowingly makes, uses, or causes to be made or used a false record or statement to conceal, avoid, or decrease an obligation to pay or transmit money or property to the City; or (e) is a beneficiary of an inadvertent submission of a false claim to the City, subsequently discovers the falsity of the claim, and fails to disclose the false claim to the City within a reasonable time after discovery of the false claim.

3.7 Reserved. (Payment of Prevailing Wages)

Article 4 Services and Resources

4.1 Services Contractor Agrees to Perform. Contractor agrees to perform the Services provided for in Appendix A (Scope of Services). Officers and employees of the City are not authorized to request, and the City is not required to reimburse the Contractor for, Services beyond those Services listed in Appendix A, unless Appendix A is modified as provided in Section 11.5 (Modification of this Agreement).

4.2 Information and Data. The Consultant shall request in writing any information and data it will require to prepare a proposal, or perform work described in the Task Order. The Consultant shall identify the timing and priority for which this information and data will be required. The Consultant and City shall reach agreement as to the availability and delivery time for this information and data during initial task negotiations.

4.3 Task Requirements. The SFMTA will define Task requirements. The scope of work, cost and estimated time to perform the task fully will be agreed upon in advance of the start of work on the task in accordance with the terms and conditions of this Agreement, generally following the procedures outlined below. The cost of preparing invoices, including required LBE forms, and the Consultant Proposal must be incorporated into the overhead rate (as approved in Appendix B) or in the project management line item. Additionally, project management costs may incorporate, but not be limited to, preparation of meeting materials, summary of meeting notes, a task monitoring system (e.g., bi-weekly project reports or monthly status updates). Consultant time spent managing or overseeing work performed by subconsultants will not be compensable.

4.3.1 Scope of Work. The SFMTA will prepare the scope of work and expected time of completion, using the Task Order Request form (Appendix C) and transmit the Task Order Request form to the Consultant with a request for a proposal for the performance of the task by the established deadline. The SFMTA may, at its sole discretion, choose to exclude proposals not received by the established deadline. Proposals must include, but not limited to, the following information:

4.3.2 Consultant Proposal. The Consultant shall prepare and submit a proposal for the task showing:

- (a) A work plan that includes a detailed description by subtask or deliverable of the work to be performed and the means and methods that will be used to perform it;
- (b) A schedule by task and deliverable, including key milestones and/or critical path deliverables;
- (c) Personnel and the Subconsultants (in accordance with Appendix B) assigned to each part of the work along with a resume or curriculum vitae that indicates why such personnel are qualified to perform the work; and prior experience in performing work of this nature;
- (d) A detailed cost estimate for each task, subtask or deliverable showing:
 - (i) Estimated hours and hourly rates by position including overhead and profit as listed in Appendix B for both Consultant and Subconsultant personnel. Labor hours for preparing monthly invoices or filling out required LBE forms will not be

allowed. Overtime labor hours will not be allowed without prior written approval. If overtime is approved, it will be billed at the billing rates listed and not at one and one half times the billing rate;

(ii) Estimated reasonable out-of-pocket expenses;

(iii) Proposed profit as follows: Total profit/mark up of each Task Order as fixed fee amount not to exceed ten percent of total amount of the Task Order (excluding Other Direct Costs), regardless whether Task Order is being performed by prime Consultant, Subconsultant(s) or combination thereof.

4.3.3 Negotiation of Cost. The City will review the proposal and negotiate a lump sum price, including profit percentage, to perform the work of each task, subtask and/or deliverable and a total cost not to exceed for the task.

4.3.4 Subcontracting Goals. The CCO will review the final negotiated Task Order scope and schedule to determine the LBE goal and issue a memo to file by CMD. Subcontracting goals assigned to each Task Order shall be tracked by the CCO as part of the overall goal set forth in the Agreement.

4.3.5 Notice to Proceed. The SFMTA will send to the Consultant a written NTP and Task Order number. The Consultant shall use the Task Order number when submitting invoices to the SFMTA for payment. The Consultant shall not commence work on any task until it receives a written NTP for the task.

4.3.6 Changes. Agreed cost for Task Orders cannot be modified unless there is a material change in the scope of work of the task(s). If there is a material change in the scope of work of a task, then a proposal, negotiations, and Record of Negotiations shall be required before changes to agreed cost can be approved.

4.3.7 Failure to Agree on Terms of Task. In the event that the SFMTA and Consultant cannot reach agreement on the terms of the Task Order, the SFMTA may either cancel the Task Order and have the work accomplished through other available sources, or may direct the Consultant to proceed with the task under such conditions as City may require to assure quality and timeliness of the task performance. Under no circumstances may the Consultant refuse to undertake a City-ordered task.

4.4 Qualified Personnel. Contractor shall utilize only competent personnel under the supervision of, and in the employment of, Contractor (or Contractor's authorized subcontractors) to perform the Services. Contractor will comply with City's reasonable requests regarding assignment and/or removal of personnel, but all personnel, including those assigned at City's request, must be supervised by Contractor. Contractor shall commit adequate resources to allow timely completion within the project schedule specified in this Agreement.

4.5 Subcontracting.

4.5.1 Contractor may subcontract portions of the Services only upon prior written approval of City. Contractor is responsible for its subcontractors throughout the course of the work required to perform the Services. All Subcontracts must incorporate the terms of Article 10 (Additional Requirements Incorporated by Reference) of this Agreement, unless inapplicable. Neither Party shall, on the basis of this Agreement, contract on behalf of, or in the name of, the other Party. Any agreement made in violation of this provision shall be null and void.

4.5.2 City's execution of this Agreement constitutes its approval of the subcontractors listed below.

- Pneumos LLC
- Rizzo & Associates LLC
- Onward Consulting Group

4.6 Independent Contractor; Payment of Employment Taxes and Other Expenses.

4.6.1 Independent Contractor. For the purposes of this Article 4, "Contractor" shall be deemed to include not only Contractor, but also any agent or employee of Contractor. Contractor acknowledges and agrees that at all times, Contractor or any agent or employee of Contractor shall be deemed at all times to be an independent contractor and is wholly responsible for the manner in which it performs the services and work requested by City under this Agreement. Contractor, its agents, and employees will not represent or hold themselves out to be employees of the City at any time. Contractor or any agent or employee of Contractor shall not have employee status with City, nor be entitled to participate in any plans, arrangements, or distributions by City pertaining to or in connection with any retirement, health or other benefits that City may offer its employees. Contractor or any agent or employee of Contractor is liable for the acts and omissions of itself, its employees and its agents. Contractor shall be responsible for all obligations and payments, whether imposed by federal, state or local law, including, but not limited to, FICA, income tax withholdings, unemployment compensation, insurance, and other similar responsibilities related to Contractor's performing services and work, or any agent or employee of Contractor providing same. Nothing in this Agreement shall be construed as creating an employment or agency relationship between City and Contractor or any agent or employee of Contractor. Any terms in this Agreement referring to direction from City shall be construed as providing for direction as to policy and the result of Contractor's work only, and not as to the means by which such a result is obtained. City does not retain the right to control the means or the method by which Contractor performs work under this Agreement. Contractor agrees to maintain and make available to City, upon request and during regular business hours, accurate books and accounting records demonstrating Contractor's compliance with this section. Should City determine that Contractor, or any agent or employee of Contractor, is not performing in accordance with the requirements of this Agreement, City shall provide Contractor with written notice of such failure. Within five business days of Contractor's receipt of such notice, and in accordance with Contractor policy and procedure, Contractor shall remedy the

deficiency. Notwithstanding, if City believes that an action of Contractor, or any agent or employee of Contractor, warrants immediate remedial action by Contractor, City shall contact Contractor and provide Contractor in writing with the reason for requesting such immediate action.

4.6.2 Payment of Employment Taxes and Other Expenses. Should City, in its discretion, or a relevant taxing authority such as the Internal Revenue Service or the State Employment Development Division, or both, determine that Contractor is an employee for purposes of collection of any employment taxes, the amounts payable under this Agreement shall be reduced by amounts equal to both the employee and employer portions of the tax due (and offsetting any credits for amounts already paid by Contractor which can be applied against this liability). City shall then forward those amounts to the relevant taxing authority. Should a relevant taxing authority determine a liability for past services performed by Contractor for City, upon notification of such fact by City, Contractor shall promptly remit such amount due or arrange with City to have the amount due withheld from future payments to Contractor under this Agreement (again, offsetting any amounts already paid by Contractor which can be applied as a credit against such liability). A determination of employment status pursuant to the preceding two paragraphs shall be solely for the purposes of the particular tax in question, and for all other purposes of this Agreement, Contractor shall not be considered an employee of City. Notwithstanding the foregoing, Contractor agrees to indemnify and save harmless City and its officers, agents and employees from, and, if requested, shall defend them against any and all claims, losses, costs, damages, and expenses, including attorneys' fees, arising from this section.

4.7 Assignment. The Services to be performed by Contractor are personal in character, and neither this Agreement nor any duties or obligations hereunder may be assigned or delegated by Contractor unless first approved by City by written instrument executed and approved in the same manner as this Agreement. Any purported assignment made in violation of this provision shall be null and void.

4.8 Warranty. Contractor warrants to City that the Services will be performed with the degree of skill and care that is required by current, good and sound professional procedures and practices, and in conformance with generally accepted professional standards prevailing at the time the Services are performed so as to ensure that all Services performed are correct and appropriate for the purposes contemplated in this Agreement.

Article 5 Insurance and Indemnity

5.1 Insurance.

5.1.1 Required Coverages. Without in any way limiting Contractor's liability pursuant to the "Indemnification" section of this Agreement, Contractor must maintain in force, during the full term of the Agreement, insurance in the following amounts and coverages:

(a) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than \$1,000,000 each accident, injury, or illness; and

(b) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; and

(c) Commercial Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence, "Combined Single Limit" for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable.

5.1.2 Commercial General Liability and Commercial Automobile Liability Insurance policies must be endorsed to provide:

(a) Name as Additional Insured the City and County of San Francisco, its Officers, Agents, and Employees.

(b) That such policies are primary insurance to any other insurance available to the Additional Insureds, with respect to any claims arising out of this Agreement, and that insurance applies separately to each insured against whom claim is made or suit is brought.

5.1.3 All policies shall be endorsed to provide 30 days' advance written notice to the City of cancellation for any reason, intended non-renewal, or reduction in coverages. Notices shall be sent to the City address set forth in Section 11.1 (Notices to the Parties). All notices, certificates and endorsements shall include the SFMTA contract number and title on the cover page.

5.1.4 Should any of the required insurance be provided under a claims-made form, Contractor shall maintain such coverage continuously throughout the term of this Agreement and, without lapse, for a period of three years beyond the expiration of this Agreement, to the effect that, should occurrences during the contract term give rise to claims made after expiration of the Agreement, such claims shall be covered by such claims-made policies.

5.1.5 Should any of the required insurance be provided under a form of coverage that includes a general annual aggregate limit or provides that claims investigation or legal defense costs be included in such general annual aggregate limit, such general annual aggregate limit shall be double the occurrence or claims limits specified above.

5.1.6 Should any required insurance lapse during the term of this Agreement, requests for payments originating after such lapse shall not be processed until the City receives satisfactory evidence of reinstated coverage as required by this Agreement, effective as of the lapse date. If insurance is not reinstated, the City may, at its sole option, terminate this Agreement effective on the date of such lapse of insurance.

5.1.7 Before commencing any Services, Contractor shall furnish to City certificates of insurance and additional insured policy endorsements with insurers with ratings comparable to A-, VIII or higher, that are authorized to do business in the State of California, and that are satisfactory to City, in form evidencing all coverages set forth above. Approval of the insurance by City shall not relieve or decrease Contractor's liability hereunder.

5.1.8 The Workers' Compensation policy(ies) shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Contractor, its employees, agents and subcontractors.

5.1.9 If Contractor will use any subcontractor(s) to provide Services, Contractor shall require the subcontractor(s) to provide all necessary insurance and to name the City and County of San Francisco, its officers, agents and employees and the Contractor as additional insureds.

5.1.10 Notwithstanding the foregoing, the following insurance requirements are waived or modified in accordance with the terms and conditions stated in Appendix C (Insurance Waiver).

5.2 Indemnification. Contractor shall indemnify and hold harmless City and its officers, agents and employees from, and, if requested, shall defend them from and against any and all claims, demands, losses, damages, costs, expenses, and liability (legal, contractual, or otherwise) arising from or in any way connected with any: (i) injury to or death of a person, including employees of City or Contractor; (ii) loss of or damage to property; (iii) violation of local, state, or federal common law, statute or regulation, including but not limited to privacy or personally identifiable information, health information, disability and labor laws or regulations; (iv) strict liability imposed by any law or regulation; or (v) losses arising from Contractor's execution of subcontracts not in accordance with the requirements of this Agreement applicable to subcontractors; so long as such injury, violation, loss, or strict liability (as set forth in subsections (i) – (v) above) arises directly or indirectly from Contractor's performance of this Agreement, including, but not limited to, Contractor's use of facilities or equipment provided by City or others, regardless of the negligence of, and regardless of whether liability without fault is imposed or sought to be imposed on City, except to the extent that such indemnity is void or otherwise unenforceable under applicable law, and except where such loss, damage, injury, liability or claim is the result of the active negligence or willful misconduct of City and is not contributed to by any act of, or by any omission to perform some duty imposed by law or agreement on Contractor, its subcontractors, or either's agent or employee. The foregoing indemnity shall include, without limitation, reasonable fees of attorneys, consultants and experts and related costs and City's costs of investigating any claims against the City.

In addition to Contractor's obligation to indemnify City, Contractor specifically acknowledges and agrees that it has an immediate and independent obligation to defend City from any claim which actually or potentially falls within this indemnification provision, even if

the allegations are or may be groundless, false or fraudulent, which obligation arises at the time such claim is tendered to Contractor by City and continues at all times thereafter.

Contractor shall indemnify and hold City harmless from all loss and liability, including attorneys' fees, court costs and all other litigation expenses for any infringement of the patent rights, copyright, trade secret or any other proprietary right or trademark, and all other intellectual property claims of any person or persons arising directly or indirectly from the receipt by City, or any of its officers or agents, of Contractor's Services.

Article 6 Liability of the Parties

6.1 Liability of City. CITY'S PAYMENT OBLIGATIONS UNDER THIS AGREEMENT SHALL BE LIMITED TO THE PAYMENT OF THE COMPENSATION PROVIDED FOR IN SECTION 3.3.1 (PAYMENT) OF THIS AGREEMENT. NOTWITHSTANDING ANY OTHER PROVISION OF THIS AGREEMENT, IN NO EVENT SHALL CITY BE LIABLE, REGARDLESS OF WHETHER ANY CLAIM IS BASED ON CONTRACT OR TORT, FOR ANY SPECIAL, CONSEQUENTIAL, INDIRECT OR INCIDENTAL DAMAGES, INCLUDING, BUT NOT LIMITED TO, LOST PROFITS, ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT OR THE SERVICES PERFORMED IN CONNECTION WITH THIS AGREEMENT.

6.2 Liability for Use of Equipment. City shall not be liable for any damage to persons or property as a result of the use, misuse or failure of any equipment used by Contractor, or any of its subcontractors, or by any of their employees, even though such equipment is furnished, rented or loaned by City.

6.3 Liability for Incidental and Consequential Damages. Contractor shall be responsible for incidental and consequential damages resulting in whole or in part from Contractor's acts or omissions.

Article 7 Payment of Taxes

7.1 Except for any applicable California sales and use taxes charged by Contractor to City, Contractor shall pay all taxes, including possessory interest taxes levied upon or as a result of this Agreement, or the Services delivered pursuant hereto. Contractor shall remit to the State of California any sales or use taxes paid by City to Contractor under this Agreement. Contractor agrees to promptly provide information requested by the City to verify Contractor's compliance with any State requirements for reporting sales and use tax paid by City under this Agreement.

7.2 Contractor acknowledges that this Agreement may create a "possessory interest" for property tax purposes. Generally, such a possessory interest is not created unless the Agreement entitles the Contractor to possession, occupancy, or use of City property for private gain. If such a possessory interest is created, then the following shall apply:

7.2.1 Contractor, on behalf of itself and any permitted successors and assigns, recognizes and understands that Contractor, and any permitted successors and assigns, may be subject to real property tax assessments on the possessory interest.

7.2.2 Contractor, on behalf of itself and any permitted successors and assigns, recognizes and understands that the creation, extension, renewal, or assignment of this Agreement may result in a “change in ownership” for purposes of real property taxes, and therefore may result in a revaluation of any possessory interest created by this Agreement. Contractor accordingly agrees on behalf of itself and its permitted successors and assigns to report on behalf of the City to the County Assessor the information required by Revenue and Taxation Code section 480.5, as amended from time to time, and any successor provision.

7.2.3 Contractor, on behalf of itself and any permitted successors and assigns, recognizes and understands that other events also may cause a change of ownership of the possessory interest and result in the revaluation of the possessory interest. (see, e.g., Rev. & Tax. Code section 64, as amended from time to time). Contractor accordingly agrees on behalf of itself and its permitted successors and assigns to report any change in ownership to the County Assessor, the State Board of Equalization or other public agency as required by law.

7.2.4 Contractor further agrees to provide such other information as may be requested by the City to enable the City to comply with any reporting requirements for possessory interests that are imposed by applicable law.

Article 8 Termination and Default

8.1 Termination for Convenience

8.1.1 City shall have the option, in its sole discretion, to terminate this Agreement, at any time during the term hereof, for convenience and without cause. City shall exercise this option by giving Contractor written notice of termination. The notice shall specify the date on which termination shall become effective.

8.1.2 Upon receipt of the notice of termination, Contractor shall commence and perform, with diligence, all actions necessary on the part of Contractor to effect the termination of this Agreement on the date specified by City and to minimize the liability of Contractor and City to third parties as a result of termination. All such actions shall be subject to the prior approval of City. Such actions shall include, without limitation:

(a) Halting the performance of all Services under this Agreement on the date(s) and in the manner specified by the SFMTA.

(b) Terminating all existing orders and subcontracts, and not placing any further orders or subcontracts for materials, Services, equipment or other items.

(c) At the SFMTA's direction, assigning to City any or all of Contractor's right, title, and interest under the orders and subcontracts terminated. Upon such assignment, the SFMTA shall have the right, in its sole discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts.

(d) Subject to the SFMTA's approval, settling all outstanding liabilities and all claims arising out of the termination of orders and subcontracts.

(e) Completing performance of any Services that the SFMTA designates to be completed prior to the date of termination specified by the SFMTA.

(f) Taking such action as may be necessary, or as the SFMTA may direct, for the protection and preservation of any property related to this Agreement which is in the possession of Contractor and in which the SFMTA has or may acquire an interest.

8.1.3 Within 30 days after the specified termination date, Contractor shall submit to the SFMTA an invoice, which shall set forth each of the following as a separate line item:

(a) The reasonable cost to Contractor, without profit, for all Services prior to the specified termination date, for which Services the SFMTA has not already tendered payment. Reasonable costs may include a reasonable allowance for actual overhead, not to exceed a total of 10% of Contractor's direct costs for Services. Any overhead allowance shall be separately itemized. Contractor may also recover the reasonable cost of preparing the invoice.

(b) A reasonable allowance for profit on the cost of the Services described in the immediately preceding subsection (a), provided that Contractor can establish, to the satisfaction of the SFMTA, that Contractor would have made a profit had all Services under this Agreement been completed, and provided further, that the profit allowed shall in no event exceed 5% of such cost.

(c) The reasonable cost to Contractor of handling material or equipment returned to the vendor, delivered to the SFMTA or otherwise disposed of as directed by the SFMTA.

(d) A deduction for the cost of materials to be retained by Contractor, amounts realized from the sale of materials and not otherwise recovered by or credited to the SFMTA, and any other appropriate credits to the SFMTA against the cost of the Services or other work.

8.1.4 In no event shall the City be liable for costs incurred by Contractor or any of its subcontractors after the termination date specified by the SFMTA, except for those costs specifically enumerated and described in Section 8.1.3. Such non-recoverable costs include, but are not limited to, anticipated profits on the Services under this Agreement, post-termination employee salaries, post-termination administrative expenses, post-termination overhead or unabsorbed overhead, attorneys' fees or other costs relating to the prosecution of a claim or

lawsuit, prejudgment interest, or any other expense which is not reasonable or authorized under Section 8.1.3.

8.1.5 In arriving at the amount due to Contractor under this Section, the SFMTA may deduct: (i) all payments previously made by the SFMTA for Services covered by Contractor's final invoice; (ii) any claim which the SFMTA may have against Contractor in connection with this Agreement; (iii) any invoiced costs or expenses excluded pursuant to the immediately preceding subsection 8.1.4; and (iv) in instances in which, in the opinion of the SFMTA, the cost of any Service performed under this Agreement is excessively high due to costs incurred to remedy or replace defective or rejected Services, the difference between the invoiced amount and the SFMTA's estimate of the reasonable cost of performing the invoiced Services in compliance with the requirements of this Agreement.

8.1.6 The City's payment obligation under this Section shall survive termination of this Agreement.

8.2 Termination for Default; Remedies.

8.2.1 Each of the following shall constitute an immediate event of default (Event of Default) under this Agreement:

(a) Contractor fails or refuses to perform or observe any term, covenant or condition contained in any of the following Sections of this Agreement:

- 3.6 Submitting False Claims.
- 4.7 Assignment
- Article 5 Insurance and Indemnity
- Article 7 Payment of Taxes
- 10.10 Alcohol and Drug-Free Workplace
- 11.10 Compliance with Laws
- 13.1 Nondisclosure of Private, Proprietary or Confidential Information

(b) Contractor fails or refuses to perform or observe any other term, covenant or condition contained in this Agreement, including any obligation imposed by ordinance or statute and incorporated by reference herein, and such default continues for a period of ten days after written notice thereof from the SFMTA to Contractor.

(c) Contractor (i) is generally not paying its debts as they become due; (ii) files, or consents by answer or otherwise to the filing against it of a petition for relief or reorganization or arrangement or any other petition in bankruptcy or for liquidation or to take advantage of any bankruptcy, insolvency or other debtors' relief law of any jurisdiction; (iii) makes an assignment for the benefit of its creditors; (iv) consents to the appointment of a custodian, receiver, trustee or other officer with similar powers of Contractor or of any

substantial part of Contractor's property; or (v) takes action for the purpose of any of the foregoing.

(d) A court or government authority enters an order (i) appointing a custodian, receiver, trustee or other officer with similar powers with respect to Contractor or with respect to any substantial part of Contractor's property, (ii) constituting an order for relief or approving a petition for relief or reorganization or arrangement or any other petition in bankruptcy or for liquidation or to take advantage of any bankruptcy, insolvency or other debtors' relief law of any jurisdiction or (iii) ordering the dissolution, winding-up or liquidation of Contractor.

8.2.2 On and after any Event of Default, City shall have the right to exercise its legal and equitable remedies, including, without limitation, the right to terminate this Agreement or to seek specific performance of all or any part of this Agreement. In addition, where applicable, City shall have the right (but no obligation) to cure (or cause to be cured) on behalf of Contractor any Event of Default; Contractor shall pay to City on demand all costs and expenses incurred by City in effecting such cure, with interest thereon from the date of incurrence at the maximum rate then permitted by law. City shall have the right to offset from any amounts due to Contractor under this Agreement or any other agreement between City and Contractor: (i) all damages, losses, costs or expenses incurred by City as a result of an Event of Default; and (ii) any liquidated damages levied upon Contractor pursuant to the terms of this Agreement; and (iii), any damages imposed by any ordinance or statute that is incorporated into this Agreement by reference, or into any other agreement with the City.

8.2.3 All remedies provided for in this Agreement may be exercised individually or in combination with any other remedy available hereunder or under applicable laws, rules and regulations. The exercise of any remedy shall not preclude or in any way be deemed to waive any other remedy. Nothing in this Agreement shall constitute a waiver or limitation of any rights that City may have under applicable law.

8.2.4 Any notice of default must be sent to the address set forth in Article 11, and in the manner prescribed in Article 11.

8.3 Non-Waiver of Rights. The omission by either party at any time to enforce any default or right reserved to it, or to require performance of any of the terms, covenants, or provisions hereof by the other party at the time designated, shall not be a waiver of any such default or right to which the party is entitled, nor shall it in any way affect the right of the party to enforce such provisions thereafter.

8.4 Rights and Duties upon Termination or Expiration.

8.4.1 This Section and the following Sections of this Agreement listed below, shall survive termination or expiration of this Agreement:

3.4.1 Payment Limited to Satisfactory Services

3.5	Audit and Inspection of Records
3.6	Submitting False Claims
Article 5	Insurance and Indemnity
6.1	Liability of City
6.3	Liability for Incidental and Consequential Damages
Article 7	Payment of Taxes
8.1.6	Payment Obligation
9.1	Ownership of Results
9.2	Works for Hire
11.6	Dispute Resolution Procedure
11.7	Agreement Made in California; Venue
11.8	Construction
11.9	Entire Agreement
11.10	Compliance with Laws
11.11	Severability
13.1	Nondisclosure of Private, Proprietary or Confidential Information

8.4.2 Subject to the survival of the Sections identified in Section 8.4.1 above, if this Agreement is terminated prior to expiration of the term specified in Article 2, this Agreement shall be of no further force or effect. Contractor shall transfer title to City, and deliver in the manner, at the times, and to the extent, if any, directed by City, any work in progress, completed work, supplies, equipment, and other materials produced as a part of, or acquired in connection with the performance of this Agreement, and any completed or partially completed work which, if this Agreement had been completed, would have been required to be furnished to City.

Article 9 Rights In Deliverables

9.1 Ownership of Results. Any interest of Contractor or its subcontractors, in the Deliverables, including any drawings, plans, specifications, blueprints, studies, reports, memoranda, computation sheets, computer files and media or other documents prepared by Contractor or its subcontractors for the purposes of this Agreement, shall become the property of and will be transmitted to City. However, unless expressly prohibited elsewhere in this Agreement, Contractor may retain and use copies for reference and as documentation of its experience and capabilities.

9.2 Works for Hire. If, in connection with Services, Contractor or its subcontractors creates Deliverables including, without limitation, artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, blueprints, source codes, or any other original works of authorship, whether in digital or any other format, such works of authorship shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in such works shall be the property of the City. If any

Deliverables created by Contractor or its subcontractor(s) under this Agreement are ever determined not to be works for hire under U.S. law, Contractor hereby assigns all Contractor's copyrights to such Deliverables to the City, agrees to provide any material and execute any documents necessary to effectuate such assignment, and agrees to include a clause in every subcontract imposing the same duties upon subcontractor(s). With City's prior written approval, Contractor and its subcontractor(s) may retain and use copies of such works for reference and as documentation of their respective experience and capabilities.

Article 10 Additional Requirements Incorporated by Reference

10.1 Laws Incorporated by Reference. The full text of the laws listed in this Article 10, including enforcement and penalty provisions, are incorporated by reference into this Agreement. The full text of the San Francisco Municipal Code provisions incorporated by reference in this Article and elsewhere in the Agreement (Mandatory City Requirements) are available at http://www.amlegal.com/codes/client/san-francisco_ca.

10.2 Conflict of Interest. By executing this Agreement, Contractor certifies that it does not know of any fact which constitutes a violation of Section 15.103 of the City's Charter; Article III, Chapter 2 of City's Campaign and Governmental Conduct Code; Title 9, Chapter 7 of the California Government Code (Section 87100 *et seq.*), or Title 1, Division 4, Chapter 1, Article 4 of the California Government Code (Section 1090 *et seq.*), and further agrees promptly to notify the City if it becomes aware of any such fact during the term of this Agreement.

10.3 Prohibition on Use of Public Funds for Political Activity. In performing the Services, Contractor shall comply with San Francisco Administrative Code Chapter 12G, which prohibits funds appropriated by the City for this Agreement from being expended to participate in, support, or attempt to influence any political campaign for a candidate or for a ballot measure. Contractor is subject to the enforcement and penalty provisions in Chapter 12G.

10.4 Reserved.

10.5 Nondiscrimination Requirements

10.5.1 Non Discrimination in Contracts. Contractor shall comply with the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Contractor shall incorporate by reference in all subcontracts the provisions of Sections 12B.2(a), 12B.2(c)-(k), and 12C.3 of the San Francisco Administrative Code and shall require all subcontractors to comply with such provisions. Contractor is subject to the enforcement and penalty provisions in Chapters 12B and 12C.

10.5.2 Nondiscrimination in the Provision of Employee Benefits. San Francisco Administrative Code 12B.2. Contractor does not as of the date of this Agreement, and will not during the term of this Agreement, in any of its operations in San Francisco, on real property owned by San Francisco, or where work is being performed for the City elsewhere in the United States, discriminate in the provision of employee benefits between employees with

domestic partners and employees with spouses and/or between the domestic partners and spouses of such employees, subject to the conditions set forth in San Francisco Administrative Code Section 12B.2.

10.6 Local Business Enterprise and Non-Discrimination in Contracting Ordinance. Contractor shall comply with all applicable provisions of Chapter 14B (LBE Ordinance). Contractor is subject to the enforcement and penalty provisions in Chapter 14B. Contractor shall utilize LBE Subcontractors for at least 20 percent of the Services except as otherwise authorized in writing by the Director of CMD. Contractor shall incorporate the requirements of the LBE Ordinance in each subcontract made in the fulfillment of Contractor's LBE subcontracting commitments.

10.7 Minimum Compensation Ordinance. Contractor shall pay covered employees no less than the minimum compensation required by San Francisco Administrative Code Chapter 12P. Contractor is subject to the enforcement and penalty provisions in Chapter 12P. By signing and executing this Agreement, Contractor certifies that it is in compliance with Chapter 12P.

10.8 Health Care Accountability Ordinance. Contractor shall comply with San Francisco Administrative Code Chapter 12Q. Contractor shall choose and perform one of the Health Care Accountability options set forth in San Francisco Administrative Code Chapter 12Q.3. Contractor is subject to the enforcement and penalty provisions in Chapter 12Q.

10.9 First Source Hiring Program. Contractor must comply with all of the provisions of the First Source Hiring Program, Chapter 83 of the San Francisco Administrative Code, that apply to this Agreement, and Contractor is subject to the enforcement and penalty provisions in Chapter 83.

10.10 Alcohol and Drug-Free Workplace. City reserves the right to deny access to, or require Contractor to remove from, City facilities personnel of any Contractor or subcontractor who City has reasonable grounds to believe has engaged in alcohol abuse or illegal drug activity which in any way impairs City's ability to maintain safe work facilities or to protect the health and well-being of City employees and the general public. City shall have the right of final approval for the entry or re-entry of any such person previously denied access to, or removed from, City facilities. Illegal drug activity means possessing, furnishing, selling, offering, purchasing, using or being under the influence of illegal drugs or other controlled substances for which the individual lacks a valid prescription. Alcohol abuse means possessing, furnishing, selling, offering, or using alcoholic beverages, or being under the influence of alcohol.

10.11 Limitations on Contributions. By executing this Agreement, Contractor acknowledges that it is familiar with Section 1.126 of the City's Campaign and Governmental Conduct Code, which prohibits any person who contracts with the City for the rendition of personal services, for the furnishing of any material, supplies or equipment, for the sale or lease of any land or building, or for a grant, loan or loan guarantee, from making any campaign

contribution to (1) an individual holding a City elective office if the contract must be approved by the individual, a board on which that individual serves, or the board of a state agency on which an appointee of that individual serves, (2) a candidate for the office held by such individual, or (3) a committee controlled by such individual, at any time from the commencement of negotiations for the contract until the later of either the termination of negotiations for such contract or six months after the date the contract is approved. The prohibition on contributions applies to each prospective party to the contract; each member of Contractor's board of directors; Contractor's chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Contractor; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Contractor. Contractor must inform each such person of the limitation on contributions imposed by Section 1.126 and provide the names of the persons required to be informed to City.

10.12 Reserved. (Slavery Era Disclosure)

10.13 Reserved. (Working with Minors)

10.14 Consideration of Criminal History in Hiring and Employment Decisions

10.14.1 Contractor agrees to comply fully with and be bound by all of the provisions of Chapter 12T (City Contractor/Subcontractor Consideration of Criminal History in Hiring and Employment Decisions) of the San Francisco Administrative Code (Chapter 12T), including the remedies provided, and implementing regulations, as may be amended from time to time. The provisions of Chapter 12T are incorporated by reference and made a part of this Agreement as though fully set forth herein. The text of the Chapter 12T is available on the web at <http://sfgov.org/olse/fco>. Contractor is required to comply with all of the applicable provisions of 12T, irrespective of the listing of obligations in this Section. Capitalized terms used in this Section and not defined in this Agreement shall have the meanings assigned to such terms in Chapter 12T.

10.14.2 The requirements of Chapter 12T shall only apply to a Contractor's or Subcontractor's operations to the extent those operations are in furtherance of the performance of this Agreement, shall apply only to applicants and employees who would be or are performing work in furtherance of this Agreement, and shall apply when the physical location of the employment or prospective employment of an individual is wholly or substantially within the City of San Francisco. Chapter 12T shall not apply when the application in a particular context would conflict with federal or state law or with a requirement of a government agency implementing federal or state law.

10.15 Reserved. (Public Access to Nonprofit Records and Meetings)

10.16 Food Service Waste Reduction Requirements. Contractor shall comply with the Food Service Waste Reduction Ordinance, as set forth in San Francisco Environment Code Chapter 16, including but not limited to the remedies for noncompliance provided therein.

10.17 Sugar-Sweetened Beverage Prohibition. Contractor agrees that it will not sell, provide, or otherwise distribute Sugar-Sweetened Beverages, as defined by San Francisco Administrative Code Chapter 101, as part of its performance of this Agreement.

10.18 Tropical Hardwood and Virgin Redwood Ban. Pursuant to San Francisco Environment Code Section 804(b), the City urges Contractor not to import, purchase, obtain, or use for any purpose, any tropical hardwood, tropical hardwood wood product, virgin redwood or virgin redwood wood product.

10.19 Reserved. (Preservative Treated Wood Products)

Article 11 General Provisions

11.1 Notices to the Parties. Unless otherwise indicated in this Agreement, all written communications sent by the Parties may be by U.S. mail or e-mail, and shall be addressed as follows:

To City: Candace A. Sue
Director of Communications and Marketing
Communications and Marketing Division
San Francisco Municipal Transportation Agency
One South Van Ness Avenue, 7th Floor
San Francisco, CA 94103
Candace.Sue@sfmta.com

To Contractor: Billy Vaughn
Senior Manager/Owner
DTUI.com LLC
350 Townsend Street, Suite 255
San Francisco, CA 94107
Billyvaugh@dtui.com

Any notice of default must be sent by overnight delivery service or courier, with a signature obtained at delivery. Either Party may change the address to which notice is to be sent by giving written notice thereof to the other Party. If email notification is used, the sender must specify a receipt notice.

11.2 Compliance with Americans with Disabilities Act. Contractor shall provide the Services in a manner that complies with the Americans with Disabilities Act (ADA), including but not limited to Title II's program access requirements, and all other applicable federal, state and local disability rights legislation.

11.3 Reserved.

11.4 Sunshine Ordinance. Contractor acknowledges that this Agreement and all records related to its formation, Contractor's performance of Services, and City's payment are subject to the California Public Records Act, (California Government Code §6250 et. seq.), and

the San Francisco Sunshine Ordinance, (San Francisco Administrative Code Chapter 67). Such records are subject to public inspection and copying unless exempt from disclosure under federal, state or local law.

11.5 Modification of this Agreement. This Agreement may not be modified, nor may compliance with any of its terms be waived, except as noted in Section 11.1 (Notices to Parties) regarding change in personnel or place, and except by written instrument executed and approved as required under City law and under the policy of the SFMTA Board of Directors. Contractor shall cooperate with the SFMTA to submit to the CCO any amendment, modification, supplement or change order that would result in a cumulative increase of the original amount of this Agreement by more than 20% (CMD Contract Modification Form).

11.6 Dispute Resolution Procedure.

11.6.1 Negotiation; Alternative Dispute Resolution. The Parties will attempt in good faith to resolve any dispute or controversy arising out of or relating to the performance of services under this Agreement. If the Parties are unable to resolve the dispute, then, pursuant to San Francisco Administrative Code Section 21.35, Contractor may submit to the Contract Administrator a written request for administrative review and documentation of the Contractor's claim(s). Upon such request, the Contract Administrator shall promptly issue an administrative decision in writing, stating the reasons for the action taken and informing the Contractor of its right to judicial review. If agreed by both Parties in writing, disputes may be resolved by a mutually agreed-upon alternative dispute resolution process. If the parties do not mutually agree to an alternative dispute resolution process or such efforts do not resolve the dispute, then either Party may pursue any remedy available under California law. The status of any dispute or controversy notwithstanding, Contractor shall proceed diligently with the performance of its obligations under this Agreement in accordance with the Agreement and the written directions of the City. Neither Party will be entitled to legal fees or costs for matters resolved under this section.

11.6.2 Government Code Claim Requirement. No suit for money or damages may be brought against the City until a written claim therefor has been presented to and rejected by the City in conformity with the provisions of San Francisco Administrative Code Chapter 10 and California Government Code Section 900, et seq. Nothing set forth in this Agreement shall operate to toll, waive or excuse Contractor's compliance with the California Government Code Claim requirements set forth in San Francisco Administrative Code Chapter 10 and California Government Code Section 900, et seq.

11.7 Agreement Made in California; Venue. The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.

11.8 Construction. All paragraph captions are for reference only and shall not be considered in construing this Agreement.

11.9 Entire Agreement. This contract sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions. This Agreement may be modified only as provided in Section 11.5 (Modification of this Agreement).

11.10 Compliance with Laws. Contractor shall keep itself fully informed of the City's Charter, codes, ordinances and duly adopted rules and regulations of the City and of all state, and federal laws in any manner affecting the performance of this Agreement, and must at all times comply with such local codes, ordinances, and regulations and all applicable laws as they may be amended from time to time.

11.11 Severability. Should the application of any provision of this Agreement to any particular facts or circumstances be found by a court of competent jurisdiction to be invalid or unenforceable, then (a) the validity of other provisions of this Agreement shall not be affected or impaired thereby, and (b) such provision shall be enforced to the maximum extent possible so as to effect the intent of the parties and shall be reformed without further action by the parties to the extent necessary to make such provision valid and enforceable.

11.12 Cooperative Drafting. This Agreement has been drafted through a cooperative effort of City and Contractor, and both Parties have had an opportunity to have the Agreement reviewed and revised by legal counsel. No Party shall be considered the drafter of this Agreement, and no presumption or rule that an ambiguity shall be construed against the Party drafting the clause shall apply to the interpretation or enforcement of this Agreement.

11.13 Order of Precedence. Contractor agrees to perform the services described below in accordance with the terms and conditions of this Agreement, including amendments, the RFP, and Contractor's proposal dated July 9, 2018. The RFP and Contractor's proposal are incorporated by reference as though fully set forth herein. Should there be a conflict of terms or conditions, the order of precedence shall be (a) this Agreement and any amendments, (b) any implementing task orders, (c) the RFP, and (d) the Contractor's proposal.

Article 12 SFMTA Specific Terms

12.1 Large Vehicle Driver Safety Training Requirements.

12.1.1 Contractor agrees that before any of its employees and subcontractors drive large vehicles within the City and County of San Francisco, those employees and subcontractors shall successfully complete either (a) the SFMTA's Large Vehicle Urban Driving Safety training program or (b) a training program that meets the SFMTA's approved standards for large vehicle urban driving safety. The SFMTA's approved standards for large vehicle urban driving safety is available for download at www.SFMTA.com/largevehicletainingstandards. This requirement does not apply to drivers providing delivery services who are not employees or

subcontractors of the Contractor. For purposes of this section, "large vehicle" means any single vehicle or combination of vehicle and trailer with an unladen weight of 10,000 pounds or more, or a van designed to carry 10 or more people.

12.1.2 By entering into this Agreement, Contractor agrees that in the event the Contractor fails to comply with the Large Vehicle Driver Safety Training Requirements, the City will suffer actual damages that will be impractical or extremely difficult to determine; further, Contractor agrees that the sum of up to One Thousand Dollars (\$1,000) per employee or subcontractor who is permitted to drive a large vehicle in violation of these requirements is not a penalty, but is a reasonable estimate of the loss that City will incur based on the Contractor's failure to comply with this requirement, established in light of the circumstances existing at the time this Contract was awarded. City may deduct a sum representing the liquidated damages from any money due to Contractor. Such deductions shall not be considered a penalty, but rather agreed monetary damages sustained by City because of Contractor's failure to comply.

Article 13 Data and Security

13.1 Nondisclosure of Private, Proprietary or Confidential Information.

13.1.1 If this Agreement requires City to disclose "Private Information" to Contractor within the meaning of San Francisco Administrative Code Chapter 12M, Contractor and Subcontractor shall use such information only in accordance with the restrictions stated in Chapter 12M and in this Agreement and only as necessary in performing the Services. Contractor is subject to the enforcement and penalty provisions in Chapter 12M.

13.1.2 In the performance of Services, Contractor may have access to City's proprietary or confidential information, the disclosure of which to third parties may damage City. If City discloses proprietary or confidential information to Contractor, such information must be held by Contractor in confidence and used only in performing the Agreement. Contractor shall exercise the same standard of care to protect such information as a reasonably prudent contractor would use to protect its own proprietary or confidential information.

13.2 Reserved. (Payment Card Industry (PCI) Requirements)

13.3 Reserved. (Business Associate Agreement)

Article 14 MacBride Principles And Signature

14.1 MacBride Principles -Northern Ireland. The provisions of San Francisco Administrative Code §12F are incorporated herein by this reference and made part of this Agreement. By signing this Agreement, Contractor confirms that Contractor has read and understood that the City urges companies doing business in Northern Ireland to resolve

employment inequities and to abide by the MacBride Principles, and urges San Francisco companies to do business with corporations that abide by the MacBride Principles.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day first mentioned above.

<p>CITY</p> <p>San Francisco Municipal Transportation Agency</p> <hr/> <p>Edward D. Reiskin Director of Transportation</p> <p>Authorized By:</p> <p>Municipal Transportation Agency Board of Directors</p> <p>Resolution No: _____</p> <p>Adopted: _____</p> <p>Attest: _____ Roberta Boomer, Secretary</p> <p>Approved as to Form:</p> <p>Dennis J. Herrera City Attorney</p> <p>By: _____ David A. Greenburg Deputy City Attorney</p>	<p>CONTRACTOR</p> <p>DTUI.com LLC</p> <hr/> <p>Billy Vaughn Senior Manager/Owner 350 Townsend Street, Suite 255 San Francisco, CA 94107</p> <p><u>Acknowledgement of Large Vehicle Driver Safety Training Requirements:</u></p> <p>By signing this Agreement, Contractor acknowledges that it has read and understands Section 12.1: Large Vehicle Driver Safety Training Requirements.</p> <p>City Supplier number: 0000028625</p>
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Appendices:

- A: Scope of Services
- B: Calculation of Charges
- C: Task Order Form
- D: Contractor's Travel Expense Guidelines
- E: Commercial Automobile Insurance Waiver

Appendix A Scope of Services

1. Description of Services

Contractor agrees to perform the following Services pursuant to the terms and conditions of this Agreement, exercising the same degree of care, skill, and diligence as is ordinarily possessed and exercised by professionals providing similar services, currently practicing, under similar circumstances.

This Scope of Services is a general guide to the work the SFMTA expects to be performed, and is not a complete listing of all Services that may be required or desired. SFMTA will issue, and Contractor will provide the Services under individual task orders on an as-needed basis. Individual task orders will consist of one or any combination of the below-listed tasks, or of additional tasks not listed below. Each task order will describe the detailed scope of the Services required, and set a not-to-exceed dollar amount for Contractor to complete the task order.

Contractor shall perform only those Services described in the applicable task order.

In providing the Services, Contractor will work collaboratively with SFMTA staff under direction of an SFMTA Program Manager.

A. Tasks and Deliverables

The tasks described below are some, but not necessarily all, of the tasks Contractor may be required to perform under tasks orders. The deliverable or deliverables Contractor must provide to SFMTA in connection with each task are listed after the description of each task. Contractor may be required to perform additional tasks, and provide additional deliverables, within Contractor's expertise but which are not described below.

Task 1: Training Needs Assessment

Contractor shall develop an understanding of SFMTA's existing organizational structure and training options available to each classification of employees, evaluate the options and gaps, and define a proposed approach to developing customized training that will resonate with the Agency's customer-facing employee groups.

Tasks shall include the following:

- Hold a kick-off meeting with SFMTA's Program Manager and other staff to define goals, objectives, deliverables and timing.

- Review background information and materials on SFMTA culture and organizational structure.
- Review and analyze issues affecting SFMTA’s customer-facing employees, including lack of customer service skills, limited training on de-escalation techniques and lack of awareness of implicit bias that may contribute to difficult customer situations.
- Review and evaluate current training options; recommend approaches to customize training.
- Provide a thorough and comprehensive psychosocial coaching and research evaluation of SFMTA personnel and culture, including the impact of encounters with difficult customers and the effect it has on employees directly serving the public. Expertise in the field of psychology will be needed to develop a detailed report of the Agency’s current state and provide the most efficient and results-based approach to support the following trainings: De-escalation, Customer Service and Implicit Bias.
- Assessment shall include experiential ridealongs and site visits to various SFMTA locations.
- Conduct focus groups with SFMTA staff regarding training needs.
- Identify other information sources required to develop the program.

Task 1 - Deliverables:

- Provide a detailed program approach including scope, timeline and budget for each program deliverable.
- Provide psychosocial coaching and research evaluation of SFMTA personnel and culture as described above
- Provide a report detailing the conclusions and recommendations resulting from focus groups with SFMTA staff regarding training needs.

Task 2: Training Program Development

Based on the insights gained from analysis and assessment of the SFMTA organization, culture and training needs, Contractor shall develop a series of customized training modules that can build skills and confidence for three core groups of employees – customer-facing employees, supervisors of customer-facing employees and the Agency’s internal training staff. At a minimum, training modules shall address three core key areas: Customer Service Skills, De-Escalation Skills and Managing Implicit Bias. The course work shall demonstrate a clear understanding of the challenges faced by employees in SFMTA job classification such as Transit Operators and Parking Control Officers. Courses shall allow for demonstrable progression in skills and learning.

Tasks shall include the following:

- Work with SFMTA to design a series of customized training programs for customer-facing employees, those who supervise customer-facing employees and the Agency’s internal training staff.

- Implement a pilot training program with a subset of employees, gather their feedback and incorporate learnings into a fully developed program for employees.
- At the completion of the pilot, the program content and delivery methodology will be modified accordingly and submitted for approval by the leadership of SFMTA.
- Develop a training curriculum that, at a minimum, includes core training modules and materials, instructor training modules and teaching guides, and course and instructor evaluations.
- Include options for motivating and recognizing employees who successfully complete courses.

Task 2 - Deliverables:

- Customized training modules.
- Training materials and teaching guides.
- Evaluation instrument for students and instructors.
- An internal communications plan outlining an approach to how the training will benefit the participants, including talking points.
- A set of recommendations for changes to management approach in the form of a briefing, to ensure the best results from the Agency's investment in training.

Task 3: Training Delivery

Following the development of training modules, Contractor shall deliver training to customer-facing employees and their supervisors and managers. Contractor shall anticipate and develop ways to integrate internal Agency trainers into training delivery in order to support program sustainability and refresher courses to be delivered in the future.

Tasks shall include the following:

- Identify the best approaches to schedule and monitor attendance for each customized training for up to 4,000 employees who are part of a 24-hour operation.
- Develop and implement an internal SFMTA train-the-trainer program that includes the following components: Facilitator kit, program preparation items, checklists, scripts and materials needed to deliver the training internally.
- Create communications and multilingual options for courses to include: naming, messaging, creative, mailing as appropriate, open house events, and union engagement.
- Develop a communications plan to onboard, align, and set participation expectations to the leadership, management, and staff.
- Courses shall be grouped and customized to be appropriate for large employee populations such as Transit Operators and Parking Control Officers.
- Develop and implement a recognition program to acknowledge the successful completion of each successive course level.
- Develop and implement an evaluation component required to successfully complete the course to enable trainers to be evaluated by students at the end of each course.

Task 3 – Deliverables:

- Schedule and deliver training.
- Develop an internal SFMTA train-the-trainer program.
- Create communications and multilingual options for courses
- Monitor and report attendance to the SFMTA Program Manager.
- Recognize students who successfully complete coursework.
- Provide course and trainer evaluations and other metrics as agreed with the SFMTA Program Manager.

Task 4: Coaching

Following the delivery of training, Contractor shall provide coaching and models for mentorship as a resource for those who participated in training, including supervisors and managers, in order to reinforce skills learned as part of the training curriculum. The SFMTA may also require a provision for developing support groups for customer-facing staff that further reinforce the concepts learned in training sessions.

Tasks shall include the following:

- Develop an efficient and effective method of providing coaching support on an ongoing basis for a minimum of one year following course participation.
- Facilitate executive coaching and continued support following implementation.
- Support may take the form of leadership follow-up and coaching sessions, identification and planning for process improvement opportunities, and the continued management of feedback from the front-line staff and customers.
- Provide a minimum of one follow-up session per training project for senior leaders and managers in order to facilitate alignment between training concepts and strategic performance goals.

Task 4 - Deliverables:

- Identify options, make recommendations and design coaching programs for customer-facing employees, supervisors, managers and executives.
- Provide coaching sessions to customer-facing employees, supervisors, managers and executives as required.

Task 5: Measuring Success and Monitoring

As a means of monitoring and evaluating the program, Contractor shall develop a system to track and continually improve the training program. Tasks shall include identifying key measures and metrics, monitoring and reporting progress and delivering information in the form of summary reports and presentations.

Tasks shall include the following:

- Develop measures and metrics to evaluate the success of the training program such as employee survey results, workers' compensation claims, EEO complaints, passenger service requests, absenteeism, assault and retention rates.
- Develop a quarterly progress report and annual summary of the training program and illuminate the lessons learned from student and instructor evaluations.
- Create an online dashboard to monitor participation and certification metrics.
- Track key statistics including:
 - Number of employees enrolled and completion rates by course.
 - Number of employees by demographics, course date, student scores, trainer name.
 - Trainer evaluation scores.

Task 5 - Deliverables:

- Online dashboard of participation and certification metrics.
- Quarterly progress reports and annual summary.

2. Deliverables

All written Deliverables, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

3. Services Provided by Attorneys

Any services to be provided by a law firm or attorney must be reviewed and approved in writing in advance by the City Attorney. No invoices for services provided by law firms or attorneys, including, without limitation, as subcontractors of Contractor, will be paid unless the provider received advance written approval from the City Attorney.

4. Reports

Contractor shall submit written reports as requested by the SFMTA. Format for the content of such reports shall be determined by the SFMTA. The timely submission of all reports is a necessary and material term and condition of this Agreement. The reports, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

5. Department Liaison

In performing the Services provided for in this Agreement, Contractor's liaison with the **SFMTA** will be Barbara Otis.

**Appendix B
Calculation of Charges**

Firm	Prime or Subcontractor	Position	Hourly Rate
DTUI.com	Prime	Lead Consultant	\$500
Onward	Subcontractor	Project Manager	\$150
DTUI.com	Prime	Project Manager & Trainer	\$125
Rizzo & Associates	Subcontractor	Training Design & Trainer	\$250
Rizzo & Associates	Subcontractor	Trainer	\$250
Pneumos	Subcontractor	Trainer	\$250
DTUI.com	Prime	Trainer	\$250
DTUI.com	Prime	Trainer	\$250
DTUI.com	Prime	Trainer	\$250

The hourly rates in Appendix B shall be fixed at that level until 12 months after effective date of this Agreement. The hourly rates are “fully burdened,” including all indirect/overhead costs and services such as reproduction, administrative staff assistance, etc. Hourly rates may be adjusted 12 months after the effective date of this Agreement. The rate increases shall not exceed 3 percent of the rates listed in Appendix B. No hourly rate may be increased without prior written approval of the SFMTA.

No invoices for Services provided by law firms or attorneys, including, without limitation, as subcontractors of Contractor, will be paid unless the provider received advance written approval from the City Attorney.

**Appendix C
Task Order Request Form**

San Francisco Municipal Transportation Agency		
Contract No. and Title: _____		
Task Title: _____	Date Initiated: _____	
Type of Request:		
<input type="checkbox"/> New Task Order- No. <u>XX</u>		
<input type="checkbox"/> Modification - No. _____ (attach approved original and all modifications to date)		
Total Amount Being Requested: \$XXXX		
Chartfield Information: _____ _____		
Task Start Date: _____ Modification Start Date: _____		
Estimated Completion Date: _____		
Funding Source: _____		Proposed Task LBE Goal: <u>XX%</u>
Project Title: _____		
 Work to be Performed: Brief Description		
 Deliverables:		
<u>Description</u>	<u>Date Req'd</u>	<u>Quantity</u>

Appendix D Contractor's Travel Expense Guidelines

Travel Expenses include lodging, transportation costs, registration or attendance fees, subsistence costs and other costs reasonably and necessarily incurred that are subject to reimbursement by the SFMTA when Contractor's employees or officers are required to travel for the provision of Services under the Agreement. Contractor should only allow travel that is clearly budgeted in the Agreement. Complete expense reimbursement requests or travel liquidations must be fully supported by receipts and forwarded to the SFMTA Program Manager with Contractor's invoice. ***Contractor is responsible for cancellation of lodging and transportation if travel is cancelled or postponed, to ensure that the City will not be liable for any costs. Reimbursements will be denied if documentation is incomplete.***

Transportation: Contractors will be expected to purchase the lowest published routine fare for travel by the **most efficient, direct and economical mode of transportation** required by the occasion. If an alternative mode of transportation is selected, the allowable cost shall be the lower of the actual cost of alternative modes of transportation or the lowest regular fare available for regularly scheduled airlines for the date and time selected.

Lodging: The most economical and practical accommodations available considering the purpose of the provision of Services, and other relevant factors will be reimbursed. For travel within the United States, the [U.S.] Federal maximum rates for lodging will be used as a guide (see below). To stay within the maximum rates, discount rates and "government rates" should be used whenever possible. If lodging rates exceed the Federal rate, actual expenses will be reimbursed when documentation of the lodging rate and a receipt are provided. ***An itemized hotel bill is always required for reimbursement to be made.*** In order for lodging expenses to be allowable for persons other than the officer or employee, the SFMTA Program Manager must certify that such expenditures are necessary for the provision of Services under the Agreement. If there is any confusion on the applicability of this section, Contractor shall obtain prior written approval of the SFMTA Program Manager.

Meals and Incidental Expenses (M&IE): The [U.S.] Federal maximum rates for lodging will be used as a guide (see below).

[U.S.] Federal Maximum Rates: Federal domestic and foreign lodging, maximum travel per diem allowances, meals and incidental expense breakdown are available from the U.S. General Services Administration website at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.